



UNITED STATES MARINE CORPS

9TH ENGINEER SUPPORT BATTALION

3D MARINE LOGISTICS GROUP

UNIT 38430

FPO AP 96385-8430

IN REPLY REFER TO:

5800

PAC

5 Apr 21

From: [REDACTED] USMC  
To: [REDACTED] 9th Engineer Support Battalion

Subj: COMMAND INVESTIGATION INTO THE FACTS AND CIRCUMSTANCES  
SURROUNDING THE ALLEGED HAZING OF MTMP LEADERSHIP FROM 11  
JANUARY 2021 TO 12 MARCH 2021, DASH CASE NUMBER 002021000219

Ref: (a) JAGMAN, Chapter II  
(b) MCO 5354.1E w/ Admin Ch

- Encl:
- (1) Appointment Letter for Command Investigation
  - (2) Commander's RFI's
  - (3) Complaint Analysis of Harassment and Bullying Allegations ICO [REDACTED]  
[REDACTED] USMC DASH 002021000219
  - (4) Complainant's statement
  - (5) Light Duty Chit for [REDACTED]
  - (6) Light Duty Chit for [REDACTED]
  - (7) Light Duty Chit for [REDACTED]
  - (8) Light Duty Chit for [REDACTED]
  - (9) Light Duty Chit for [REDACTED]
  - (10) [REDACTED] counseling forms
  - (11) [REDACTED] book reports and essays
  - (12) Acknowledgment of Rights and Statement of [REDACTED]
  - (13) Acknowledgment of Rights of Staff Sergeant Maybush
  - (14) Statement from [REDACTED]
  - (15) Full Interview Transcript of [REDACTED]
  - (16) Interview Summary of [REDACTED]
  - (17) Full Interview Transcript of [REDACTED]
  - (18) Interview Summary of [REDACTED]
  - (19) Full Interview Transcript of [REDACTED]
  - (20) Interview Summary of [REDACTED]
  - (21) Full Interview Transcript of [REDACTED]
  - (22) Interview Summary of [REDACTED]
  - (23) Full Interview Transcript of [REDACTED]
  - (24) Interview Summary of [REDACTED]
  - (25) Interview Summary of [REDACTED]
  - (26) Interview Summary of [REDACTED]
  - (27) Interview Summary of [REDACTED]
  - (28) Interview Summary of [REDACTED]
  - (29) Interview Summary of [REDACTED]

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- (30) Interview Summary of [REDACTED]
- (31) Interview Summary of [REDACTED]
- (32) Investigating Officer's Notes
- (33) Picture of MTM message Chain
- (34) Picture of PT Event 11 January, 2021
- (35) Task Organization of MTMP

### Preliminary Statement

1. This reports completion of the command investigation conducted in accordance with reference (a) into the facts and circumstances surrounding the allegations of hazing made by [REDACTED] against [REDACTED] and Staff Sergeant Nickolas A. Maybush 1502990744/3529. This report outlines the facts and circumstances surrounding the aforementioned allegations and whether or not the criteria of hazing was met.
2. I have not had an interview with a key witness [REDACTED] due to availability; this Marine is currently executing duties for exercise Balikitan in the Philippines, and I am unable to reach him via voice communication or in-person.
3. All reasonably available evidence was collected, and each directive of the convening authority has been met. The most accurate sources of information regarding this matter are the documents and interviews enclosed in this report.
4. The following questions regarding hazing have been answered by this investigation: Did [REDACTED] USMC, haze the Marines on light duty ([REDACTED]) by making them do Physical Training (PT) causing them to suffer physically and psychologically such as burpees, carrying ammo cans, sprinting, flipping 7-ton tires and other strenuous activities, while being on light duty. On 12 March 2021 during morning PT, did Staff Sergeant Nickolas A. Maybush 1502990744/3529 USMC, haze the Marines ranging from January-March 2021 by: having [REDACTED] continue to PT despite ankle injury and telling him to "suck it the fuck up"; despite SSgt Maybush knowing about the light duty Marines, [REDACTED] he still made them do PT; cutting breakfast time for the Marines; physically grabbing [REDACTED] for stepping on cone during agility PT while knife-handing him in the chest in front of junior Marines and [REDACTED]; threatening to punch [REDACTED] in the face and making him feel uncomfortable; telling Marines to come back to work while being TAD to the rifle range; coercing Marines to do intermediate swim qualifications and run a Physical Fitness Test (PFT), upon speaking up about current situation [REDACTED] was given two counseling sheets and EMI (Extra Military Instruction) to write essays and presentations, over a period of time [REDACTED] was given over 10 EMIs and had to spend his free time doing them.



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5. During the conduct of this investigation, there is sufficient evidence to suspect acts of bullying 010402, as defined within MCO 5354.1E w/ Admin Ch. by the alleged offender, SSgt Maybush.

6. I was able to answer the preponderance of the [REDACTED] requests for information.

7. I was unable to determine if [REDACTED] definitively enabled poor command climate, or enabled SSgt Maybush's actions from the dates of 11 January 2021 to 12 March 2021, due to time constraints and lack of key interview with [REDACTED].

8. I was unable to determine a strong link between the EO complaint against [REDACTED] and this EO complaint against SSgt Maybush within MTMP, due to time constraints.

#### Findings of Fact

1. The following member of Motor Transport Maintenance Platoon is accused of violating Article 92 of the UCMJ, on the specification of acting in contravention of MCO 5354.1F (PAC Order)– abuse (040101 Hazing) in the vicinity of Camp Hansen between 11 January 2021 to 12 March 2021:

Staff Sergeant Nickolas A. Maybush 1502990744/3529 USMC, join date 20200828 [encl (3, 4, 5, 6, 7, 8, 10, 20, 22, 24, 26, 27, 28, 30, 31, 33, 34)]

2. The following member of Motor Transport Maintenance Platoon is accused of violating Article 92 of the UCMJ, on the specification of acting in contravention of MCO 5354.1F (PAC Order)– abuse (040101 Hazing) in the vicinity of Camp Hansen between 11 January 2021 to 12 March 2021:

[REDACTED], join date 2021013 [encl (12, 15, 17, 18, 19, 23, 24, 28, 29, 31, 32)]

3. The following members of Motor Transport Maintenance Platoon are the victims of the alleged hazing and bullying incidents that occurred in the vicinity of Camp Hansen between 11 January 2021 to 12 March 2021:

[REDACTED] [encl (3, 4, 10, 11, 19, 20, 21, 22, 23, 24, 27)]

[REDACTED] [encl (3, 4, 5, 20, 24, 33)]

[REDACTED] [encl (3, 4, 6, 20, 26, 33 )]

[REDACTED] [encl (3, 4, 7, 20, 28, 33 )]

[REDACTED] [encl (3, 4, 8, 20, 22, 23, 26, 27, 30, 33 )]

4. There are (2) distinct morning physical training events where Staff Sergeant Maybush is suspected of hazing Marines within Motor Transport Maintenance Platoon: (1) event occurred behind the Staff Non-Commissioned Officer Academy on 11 January, 2021 and the other event occurred on 12 March, 2021 IVO MTMP maintenance bay parking lot [encl (3, 4, 20, 22, 23, 26, 27, 30)]

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5. There are (6) [REDACTED] that witnessed extra military instruction was given to targeted Marines by SSgt Maybush, in which they had to complete in their off time. [encl (19, 20, 21, 22, 23, 24)]
6. There are (6) [REDACTED] that specifically mention [REDACTED] was a target (disproportionate amount of negative counseling about trivial discrepancies, forms of public humiliation, prevention or withholding from attending MCMAP courses to earn his green belt as a NCO, etc.) [encl (19, 20, 21, 22, 23, 24)]
7. [REDACTED] record jacket produced 16 negative counselings over a period of (2) years, which within the body of tasks assigned, he is assigned a large volume of essays, class instruction, book reports, and other deliverables. [encl (11)]
8. Multiple [REDACTED] report they are forced to write negative counselings on junior Marines on the behalf of SSgt Maybush. [encl (3, 4, 10, 19, 20, 21)]
9. There are (7) [REDACTED] that report the command climate within MTMP is toxic, coercive, and driven through fear. [encl (18, 20, 21, 22, 23, 24, 25)]
10. The first PT incident, 11 January, involved a preponderance of MTMP personnel, including SSgt Maybush (suspect), [REDACTED] [REDACTED], and (3) [REDACTED] [encl (3, 4, 20, 23, 27, 26, 30)]
11. The attire for this training evolution was green on green, with glow belt, tennis shoes, and a water source. [encl (26)]
12. The first PT incident lasted approximately one hour and consisted of agility drills organized in (2) stations: One station being sectioned off in the shape of a square, and another station the shape of a triangle. [encl (20, 26, 30)]
13. At the time of the incident, SSgt Maybush was not conducting physical training with the platoon; he was executing supervisory duties, which included overwatch over the two independent stations. [encl (26)]
14. Multiple members of MTMP slipped during the conduct of PT, which included having issues with planting and pivoting during the agility training exercise. [encl (20, 26)]
15. During the conduct of agility PT, approximately 30 minutes into the drills, [REDACTED] slipped on a cone (his first slip) when he executed a back pedal in the square-shaped station. [encl (20, 26)]
16. SSgt Maybush then immediately approached [REDACTED] from his right flank and physically maneuvered him further away of the other Marines via usage of his hands by grabbing onto [REDACTED] PT attire and body. [encl (3,4, 20, 22, 26, 27, 30, 34)]

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17. SSgt Maybush proceeds to shake [REDACTED] (approximately 10 seconds), knife hands him repeatedly in his chest, and yells at him in an aggressive manner using strong accusatory language and expletives. [encl (3,4, 20, 22, 23, 26, 27, 30)]
18. Later that evening, [REDACTED] was visited in his quarters (Bldg 2327, aboard Camp Hansen) by (3) Marines: [REDACTED], [REDACTED], and [REDACTED] [encl (4, 20, 22, 23, 30)]
19. The [REDACTED] conferred that night in [REDACTED] room and inquired if he wanted to bring up the incident with the chain of command, which he declined. [encl (4, 20, 22, 23, 30)]
20. [REDACTED] discussed the event with [REDACTED] soon after the incident, despite [REDACTED] wishes. [encl (20, 22)]
21. There is no evidence of negative counselings, known reprimands, or policy changes against SSgt Maybush. ([REDACTED] could not be reached for this interview [encl (4, 12, 15, 16, 17, )])
22. Sometime in February, (2) [REDACTED] report that SSgt Maybush threatened to hit [REDACTED] in the face. [encl (4, 20, 24)]
23. On or about 5 March, MTMP had an evening formation to discuss intermediate swim qualification; SSgt Maybush, and at least (6) NCOs, as well as the preponderance of MTMP was in attendance [encl (20, 21, 22, 23, 24, 25)]
24. SSgt Maybush asked all in attendance who was not intermediate swim qualified, and a large majority of platoon raised their hands. [encl (20, 21, 22, 23, 24, 25)]
25. SSgt Maybush then wanted to know which of them wanted to take the intermediate swim qual, and [REDACTED] did not raise his hand. [encl (20, 21, 22, 23, 24, 25)]
26. SSgt Maybush began to interrogate [REDACTED] in front of the platoon about why he wasn't taking the intermediate swim qualification. [encl (20, 21, 22, 23, 24, 25)]
27. SSgt Maybush directed all [REDACTED] to take the intermediate swim qualification; he also said he would force all junior Marines to do the same. [encl (20, 21, 22, 23, 24, 25)]
28. On 11 March; MTM messaging application (Sgts and below of MTMP) dispatched word for Marines of MTMP to be mustered at the shop at 0550 (Message specifically mentions light duty Marines will be present, twice). [encl (34)]
29. On 12 March, Platoon Commander's Physical Training takes place IVO Motor Transport Maintenance Platoon's maintenance bays at 0600 and lasts until 0640. [encl (4, 12, 15, 20, 33)]
30. On 12 March, Commander's PT was designed, controlled, and executed by [REDACTED]. [encl (12, 15)]

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31. On 12 March, Commander's PT was assisted by SSgt Maybush. [encl (12, 15, 20, 24, 26, 27, 28, 30, 31)]

32. The 12 March Commander's PT consisted of 4-5 rounds of rigorous activity, to include: MTVR tire flips, body weight burpees, ammo can sprints, assisted crunches, and running. [encl (3, 4, 12, 15, 20, )]

33. The 12 March Commander's PT was executed with (4) light duty Marines in participation [encl (3, 4, 5, 6, 8, 9, 24, 26, 27, 28, 30, 31 )]

34. The 12 March Commander's PT did not include a light duty specific workout. [encl (3, 4, 12, 15, 24, 26, 27, 28, 30, 31)]

35. [REDACTED] was aware of at least (2) Marines being on light duty before execution: [REDACTED] and [REDACTED] [encl (12, 15, 24, 31)]

36. [REDACTED] confirms that he did talk to [REDACTED] beforehand, and was given latitude to participate at his comfort level [encl (12, 15, 31)]

37. [REDACTED] did not explicitly extend this latitude to [REDACTED], but [REDACTED] doesn't believe [REDACTED] intentionally hazed him. [encl (12, 15, 24)]

38. (4) light duty Marines were eventually sidelined from conducting PT approximately halfway through the training evolution. [encl (4, 12, 15, 20, 24, 26, 27, 30, 31 )]

39. (1) full duty Marine ([REDACTED]) suffered an ankle injury during the execution of the training event, due to a 7-ton tire impacting the Marine's ankle. [encl (4, 7 20, 28)]

40. [REDACTED] sought council with [REDACTED] about his injury, and was told to exit the PT and resume activities with light duty Marines. [REDACTED] told him after PT, he'll be directed to medical afterwards. [encl ( 4, 20, 28,)]

41. [REDACTED] modified his PT on the side and was immediately interrogated by SSgt Maybush. [encl (4, 20, 28)]

42. [REDACTED] was told to resume PT with his partner and "suck it up" by SSgt Maybush. [encl (4, 20, 28)]

43. On 12 March, after PT, MTMP Marines rank [REDACTED] and below were given 40 minutes to execute morning hygiene, morning chow, and changeover by SSgt Maybush. [encl (3, 4, 21, 24, 26, 27, 28, 30, 31)]

44. At least (3) junior Marines did not get to eat breakfast that morning. [encl (4, 20, 26, 28, 30)]

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45. On 12 March, MTMP Marines were told by SSgt Maybush that NCOs are no longer allowed to provide transport for Junior Marines, causing a larger number of junior Marines than normal to walk back to their barracks, located at building 2327. [encl (4, 20, 24)]

46. On 12 March, a tight timeline that morning was given to clean the maintenance bays. [encl (20)]

47. Clean maintenance bays were needed to conduct routine classes that Friday. [encl (20)]

48. [REDACTED] reported to medical the following Wednesday, 17 March 2021. [encl (7, 20, 28)]

49. [REDACTED] received a light duty chit for injury suffered 12 March, during the 12 March PT event. [encl (7)]

50. MTMP is currently sitting at 92.7% readiness, the highest level achieved in [REDACTED] (3) year tenure with the platoon. [encl (17)]

51. MTMP has not experienced frequent visits from their company headquarters, with visits occurring once every (6) months. [encl (16, 17)]

#### Opinions

1. The evidence establishes that SSgt Maybush did haze [REDACTED], [REDACTED], [REDACTED], and [REDACTED] by knowingly engaging in harmful physical and psychological conduct between 11 January 2021 and 12 March 2021. [FF (1), (3), (4), (16), (17), (31), (33), (41), (42), (43), (44), (49)]

2. The evidence establishes that SSgt Maybush did engage in bullying conduct towards junior Marines and NCOs through public displays of humiliation, oppressive behavior, and targeting. [REDACTED] was prevented from attending MCMAP courses to earn his green belt as a [REDACTED]—no other [REDACTED] was; SSgt Maybush mandated that all junior Marines and [REDACTED] conduct intermediate swim qualification, and subsequently humiliated [REDACTED] in front of his peers. SSgt Maybush directly threatened to strike [REDACTED] in the face. These are but a few examples outlined in the body of evidence. [FF (1), (3), (5), (6), (7), (8), (9), (22), (24)]

3. There is insufficient evidence to prove [REDACTED] knowingly and intentionally hazed, or bullied any member of MTMP. There is evidence that she knew of (2) Marines who were light duty, [REDACTED], and [REDACTED]. In one case, there was clear evidence that [REDACTED] wanted to participate in the training, and she gave him options to scale down as necessary. [REDACTED] directly indicated that he did not feel as if she intentionally hazed him. [FF (2), (35), (36), (37)]

4. There is evidence that the work environment within MTMP is hostile. (11) Marines have explicitly indicated that junior Marines and [REDACTED] are suppressed, silenced, and yelled at for

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minor infractions. There is no evidence that [REDACTED] or [REDACTED] have taken meaningful action to correct SSgt Maybush. [FF (1), (3), (5), (6), (7), (8), (9), (21)]

5. There is evidence that Marines at the NCO level and below do not have faith that MTMP leadership looks after their welfare. There is no evidence that [REDACTED] or [REDACTED] took action to correct SSgt Maybush, which may deepen the MTMP NCOs' suspicions. There were multiple exceptions made for [REDACTED], as a majority of the interviewees feel she is not the cause for MTMP hostile work environment, and is too new to have contributed to it in a substantial way. [FF (2), (5), (8), (9), (20), (21)]

6. The external environment has played a factor in the mentality of MTMP, and may be a potential linkage for both the SSgt Martin EO complaint, and the current EO complaint. The primary concern of MTMP leadership is that of mission readiness, and SSgt Maybush produced results. There is reason to believe that SSgt Maybush was largely exempt from audits of his behavior from his higher chain of command because he delivered desirable results. MTMP is the highest in readiness they have been in several years, some of which is attributed to SSgt Maybush and his genuine hard efforts. [FF (50)]

7. There is no evidence that SSgt Maybush directly tasked [REDACTED] or any other Marine to come back from the rifle range during the conduct of grass week or live fire. [FF (5), (6), (7), (8)]

8. There is no indication of meaningful contact from Engineer Support Company on a regular basis to MTMP, and this lack of presence may potentially allow actions indicated in the EO complaint to persist. [FF (51)]

#### Recommendations

1. SSgt Maybush be charged with Non-Judicial Punishment for violation of article 92 failure to obey a lawful order, with specific reference to MCO 5354.1E w/ Admin Ch. Section 0401 (abuse), subsections 040101 (hazing) and 040202 (bullying).

2. SSgt Maybush be removed from the MTMP. [REDACTED] and [REDACTED], as well as SNCO leadership should absorb responsibilities as Floor Chief in the interim, but they also should be directly engaged with all Marines. All MTMP leadership (NCOs and up) should be looking out for junior Marines' welfare while the platoon recovers from a rough transition.

3. The back-to-back EO complaints within a year are symptoms of a larger problem. Battalion leadership should further investigate the culpability of [REDACTED] and [REDACTED] in enabling a poor command climate. There are indications and warnings present that a repeat offense could happen again.

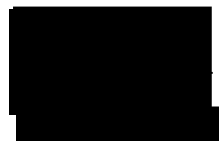
4. [REDACTED] should receive a NPLOC for her role in her platoon commander's PT. She should also be documenting all noteworthy actions taken by her SNCOs and NCOs (good and bad) in

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her platoon commander's notebook. This will be a visual reminder that she has positive control over the command climate in her shop.

5. Senior SNCO leadership needs to take an active role to ensure a good work climate is achieved and sustained. This recommendation is also aimed at ESC company leadership. Positive leadership and team building is a start. There needs to be a learning environment established in MTMP where mistakes are allowed to happen without fear of reprisal. There also should be checks and balances of power. A platoon NCO council that is responsible for auditing command climate could work. A working group established by the NCOs that identifies issues and develops solutions is a possible option. Regular command visits from ESC HQ staff would boost morale, and remind platoon leadership that they are taken care of.

6. I recommend further investigation to identify the root cause for multiple EO complaints, in particular exam and determine the linkages between the external factors (troop to task analysis, task saturation, and higher's priorities), and the internal environment (company and platoon organizational culture, interpersonal relationships, and managerial/leadership styles).





UNITED STATES MARINE CORPS  
9TH ENGINEER SUPPORT BATTALION  
3D MARINE LOGISTICS GROUP  
UNIT 38430  
FPO AP 96385-8430

IN REPLY REFER TO:

5900

29 Mar 21

From: [REDACTED] 9th Engineer Support Battalion  
To: [REDACTED] USMC

Subj: COMMAND INVESTIGATION INTO COMPLAINT OF PROHIBITED ACTIVITIES AND CONDUCT  
DASH CASE NUMBER 002021000219

Ref: (a) JAGMAN Section 0203

Encl: (1) Commander's RFIs

1. This appoints you, per reference (a), to inquire into the facts and circumstances surrounding the prohibited activities and conduct allegedly directed at several Marines of Motor Transport Maintenance Platoon, Engineer Support Company by the Shop Chief, Staff Sergeant Nickolas A. Maybush 1502990744/3529 USMC and [REDACTED] USMC.

2. Upon receipt of this notification, you are directed to report to the Battalion [REDACTED] in order to receive additional guidance pertaining to this investigation. You are to investigate all facts and circumstances surrounding this matter, including any misconduct or negligence committed or endured by others not named in the original complaint. In particular, you will address the items listed in enclosure (1). You are advised to read Chapter II of reference (a) in its entirety.

3. Report your finding of facts, opinions, and recommendations in writing to the Commanding Officer no later than 1630, 5 April 2021 unless an extension is granted. Should an extension be required, submit your request in writing to this command. Your completed report is due to the Battalion [REDACTED] no later than 1630, 2 April 2021 in order to allow for administrative and legal review prior to the due date. The completed report is due to the 3d Marine Logistics Group (MLG) Staff Judge Advocate (SJA) and Equal Opportunity Advisor (EOA) for legal sufficiency and compliance review no later than 7 April 2021.

4. You are required to seek legal and programmatic advice from the SJA and EOA, 3d MLG during the course of your investigation at DSN 637-2125 and 637-1748, respectively.

5. Your appointment to this command investigation will be your **primary duty** until complete.

6. The point of contact for this is [REDACTED] at DSN 315-623-4244 or [REDACTED]@usmc.mil.

Enclosure ( 1 )



**Commander's RFI's – DASH 002021000219**

- Was [REDACTED] aware that the Marines were on light duty for the 12 Mar PT session? If so, why did she have them PT with the platoon?
- Only two light duty chits were provided with the PI, and one of those was related to the injury [REDACTED] sustained during the 12 Mar PT session. Where are the other chits?
- [REDACTED] waived her Art 31 rights – where is her statement?
- Did conditions in the platoon change with the departure of [REDACTED] and the arrival of [REDACTED]? With the departure of [REDACTED] [REDACTED]?
- Had the platoon's more senior SNCOs or platoon commander observed any unacceptable behavior by SSgt Maybush? If so, what actions were taken? Were those actions documented?
- What level of interaction do the SNCOs and platoon commander have with SSgt Maybush and the section NCOs?
- Why did SSgt Maybush tell the NCO's not to give rides to the junior Marines?
- Did SSgt Maybush attend the Professional Conduct and Leadership Symposia? Did he receive the training and sign the SOU regarding EMI?
- When exactly was [REDACTED] EMI conducted? What did it consist of, and what deficiencies was it meant to correct? Was it documented in writing? Is there a delegation of authority letter from the CO to the company commanders allowing them to administer after-hours EMI?
- Under what article of the UCMJ can denial of medical care, or a failure to adhere to MO recommendations, be punished?
- Due to the rank disparity, probably not a question that the IO can ask, but how often is the ESC leadership getting down to the MTMP to see what's going on with their people?
- What are the tie-ins with the previous PAC complaint against SSgt Martin, and why do we have a similar issue over a year later?
  - [REDACTED] and [REDACTED] were present for both. What did they do differently this time, or why didn't they do anything different?
  - Why did the platoon/company not employ the EMI policy appropriately? Did the NCOs sign the EMI SOUs?

**Enclosure ( 2 )**



UNITED STATES MARINE CORPS  
3D MARINE LOGISTICS GROUP  
UNIT 38401  
FPO AP 96380-8401

IN REPLY REFER TO  
5354

17 Mar 21

From: [REDACTED], 3d Marine Logistics Group  
To: [REDACTED], 9th Engineer Support Battalion

Subj: COMPLAINT ANALYSIS IN THE CASE OF THE COMPLAINANT [REDACTED]  
[REDACTED] USMC DASH 002021000219

Ref: (a) MCO 5354.1E

Encl: (1) [REDACTED] statement of 15 Mar 21

1. Summary of Allegations.

a. Per reference (a) the Military Equal Opportunity Office (MEO)/Equal Opportunity Advisor (EOA) has reviewed the allegations from an anonymous IG complaint. Based upon review, the allegation meets the prima facie requirements for acceptance and processing under reference (a). The following allegations are forwarded for appropriate action:

- (1) *Did [REDACTED] USMC, hazed the Marines on light duty [REDACTED], [REDACTED], [REDACTED], and [REDACTED] by making them do Physical Training (PT) causing them to suffer physically and psychologically such as burpees, carrying ammo cans, sprinting, flipping 7-ton tires and other strenuous activities, while being on light duty on 12 March 2021 during morning PT.*
- (2) *Did Staff Sergeant Nickolas A. Maybush 1502990744/3529 USMC, hazed the Marines ranging from January-March 2021 by: having [REDACTED] continue to PT despite ankle injury and telling him to suck it the fuck up; despite SSGT Maybush knowing about the light duty Marines, [REDACTED], [REDACTED], [REDACTED], and [REDACTED], he still made them do PT; cutting breakfast time for the Marines; physically grabbing PFC Dudelston for stepping on cone during agility PT while knife-handing him in the chest in front of junior Marines and [REDACTED]; threatens to punch [REDACTED] in the face and making him feel uncomfortable; telling Marines to come back to work while being TAD to the rifle range; coercing Marines to do intermediate swim qualifications and run a Physical Fitness Test (PFT), upon speaking up about current situation [REDACTED] was given two counseling sheets and EMI (Extra Military Instructions) to write essays and presentations, over a period of time [REDACTED] was given over 10 EMIs and had to spend his free time doing them.*

According to MCO 5354.1E **Hazing** - Any conduct whereby a Service member or DOD employee knowingly, recklessly, or intentionally and without proper authority but with a nexus to military service causes a Service member or members, regardless of Service or rank, to suffer physically or psychologically or be exposed to any activity which is cruel, abusive,

**Enclosure ( 3 )**



humiliating, oppressive, demeaning, **harmful**, or **creates a risk of physical or psychological injury**. Hazing need not involve physical contact among or between military members; it can be verbal or psychological in nature, and may occur in person or through other forms of communication, including online and through social media. Because no person can consent to hazing, actual or implied consent to acts of hazing is not relevant, and may not be considered in determining whether hazing occurred. Hazing is evaluated by a reasonable person standard.

While hazing can occur during unauthorized initiations, "congratulatory acts," or "rites of passage," those types of events are not prerequisites for hazing. Hazing can include, but is not limited to: physically striking another to inflict pain; piercing another's skin in any manner (such as "pinning" or "tacking on" of rank insignia or "blood winging"); **verbally berating another**; encouraging another to excessively consume alcohol or encouraging another to engage in illegal, harmful, demeaning, or dangerous acts; **threatening or offering violence or bodily harm to another**; branding; taping; tattooing; shaving; greasing; painting; requiring excessive physical exercise beyond what is required to meet standards; or, the forced consumption of food, alcohol, drugs, or any other substance.

2. Recommendation. Per the reference, a complaint intake was conducted on 15 March 2021. Based on the information provided by [REDACTED], the allegation of hazing do meets prima facie. The complainant stated he desires to resolve this complaint formally. Upon reading 9THESBO 5800.1A dated July 28, 2020, all Extra Military Instructions (EMI) requests are to be routed to the [REDACTED] for approval and EMI should be done during work hours Monday- Friday 0730-1630. Upon speaking to [REDACTED], I came to understand that it seems as though the Marines who are given EMIs are being told to do it on their off time, same with medical appointments if they have them they have to schedule it during their lunch time. [REDACTED] was told to go see [REDACTED] regarding his two counseling sheet and EMI, who then told him that what he is doing is not EMI but if he wanted to push it that route it would not be hard to be routed to the [REDACTED] and get it approve. This can be perceived as leadership do not care for or about their Marines and not everyone understanding the EMI order. It seems as though, [REDACTED] have created such hostile and fearful environment that prevents the Marines from speaking up for themselves. I recommend utilizing the three duty days to determine if you want to accept, refer or deny this case and appoint an Investigating Officer to conduct a preliminary inquiry, if accepted paragraph 3 below applies.

3. Duration of Investigation. To the extent practicable, ensure the investigation and resolution of the issue is completed on or before 30 days from investigation commencement. In accordance with the reference, commanders will make every effort to investigate and resolve accepted complaints of prohibited activities and conduct, with the exception of sexual harassment complaints, within 10 calendar day if sexual harassment 15 calendar days after the date on which the investigation commences. If the investigation cannot be completed within 30 days, a report on the progress made in completing the investigation will be submitted to the first GCMCA in the chain of command after the date on which the investigation is commenced and every 14 days thereafter until the investigation is completed. In addition:



Subj: COMPLAINT ANALYSIS IN THE CASE OF THE COMPLAINANT [REDACTED]  
[REDACTED] USMC DASH 002021000219

a. Upon completion of the investigation, a final report on the results of the investigation must be submitted, including any action taken, to the first GCMCA in the chain of command within 30 days after the date on which the investigation is commenced; or

b. If the investigation cannot be completed within the timeline stated in Paragraph 040702.B of reference (a), a report on the progress made in completing the investigation will be submitted to the first GCMCA in the chain of command after the date on which the investigation is commenced and every 14 days thereafter until the investigation is completed. Upon completion of the investigation, a final report of the investigation must be submitted, including any action taken, to the first GCMCA in the chain of command.

4. Report of Disposition. Within three working days of command decision, submit the report of disposition and a copy of the completed report of investigation, minus enclosures, to the EOA/MEO office. Upon completion of all command actions, forward copies of final command action/resolution of complaint to the EOA/MEO Office. These documents will be used to update the Discrimination and Sexual Harassment (DASH) reporting system.

5. Privacy Act. All complaints will be handled in accordance with the Privacy Act. Individual privacy, to the maximum extent possible, must be protected throughout all stages of the investigation and resolution of the complaint. When making updates or inquiries concerning this case please use DASH number: 002021000219.

6. Reprisal Prevention. Commanders are reminded to protect complainants, and others providing information in support of investigating and resolving this allegation, from reprisal or retaliation.

7. Point of contact. For questions, contact the Equal Opportunity Advisor, 3d Marine Logistics Group, [REDACTED] at email: [REDACTED]@usmc.mil; or DSN: 315-637-1748.

[REDACTED]

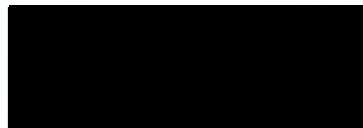
Subj: COMPLAINT ANALYSIS IN THE CASE OF THE COMPLAINANT [REDACTED]  
[REDACTED] USMC DASH 002021000219

BES  
18 Mar 21

FIRST ENDORSEMENT

From: [REDACTED] [REDACTED] USMC  
To: [REDACTED], 9th Engineer Support Battalion

1. I concur with the description of my complaint on 15 March 2021 as listed in paragraph 1.  
Summary of Allegations above.



Copy to:  
EOA/MEO Office Case File

██████████  
9<sup>th</sup> ESB ██████████

20210315

██████████  
-Friday, March 12 during morning PT, ██████████ was in charge of platoon commander's pt and was having the light duty Marine (all with ankle, and or hip issues, and with light duty chits saying that they were to do no forced pt, pft, or cft) were forced to carry ammo cans while sprinting, flip 7ton tires, and do a variety of other workouts such as burpees, air squats, crunches, and other forced pt. After pt, ██████████ then stated that she could see from her office window that the Marines are complacent and need to fix this issue before she drives us into the fucking ground like such every week.

Ssgt Maybush-

During the same pt on Friday, March 12, Ssgt was made aware that ██████████ had hurt his ankle during pt and claimed that he would like to go to medical, and that ██████████ told him to go to the side and do crunches and other activates to stay off from his hurt ankle. When Ssgt then found out about this he then asked ██████████ what the fuck his problem was and told that he needs to suck it the fuck up because he (Ssgt) was having chest pains and asked ██████████ what he thought he should do about that and then told ██████████ to go back to his partner and continue to pt and later that day when asked if ██████████ still would like to attend medical he no longer wanted to attend medical for his ankle and I believe that like others, he fears Ssgt. Ssgt was also made aware of the light duty Marines going through pain during the pt session and about ¾ of the way through the pt he then asked ██████████ what his light duty chit stated, and when ██████████ said no Forced pt, cft, or pft he then continued to ask if what he was doing was considered forced pt, after ██████████ said yes he then told him that he was able to do crunches and pushups to stay off the ankle. But there was still three other Marines that were on light duty being forced to pt. ██████████, ██████████, and ██████████. After the pt had ended the Marines were only given 40 minutes to shower, shave, shower and be back to the shop at 0720 and already changed over into the coveralls as that is the norm for the time hack given. Marines now have 4 people sharing one shower all in the same shop after the room situation was changed. This is not enough time for four Marines to all share a shower, get morning chow, and walk to and from the shop and already changed over. Later that morning is when ██████████ had stated to me that he had not had enough time in the morning to apply his cream that he was prescribed by medical and when this was brought up to Ssgt by ██████████ ██████████ was told that it was a pretty stupid mistake by huffpaur and he should have texted.

**Enclosure ( 4 )**

Approximately 2 to 3 months ago, while Ssgt was running a morning pt consisting of agility and cone drills, [REDACTED] stepped on a cone while back peddling backwards and while stepping on the cone Ssgt then approached him with an aggressive manor and grabbed him by his chest and attempted to lift him up forcibly and started to scream in his face and begun to poke his chest with a knife hand. This was in front of the majority of junior Marines and one NCO, [REDACTED] I was a [REDACTED] at this time. Later that day when I had reported this to [REDACTED], and from there [REDACTED] lied to gunny about everything that happened and I believe that was due to fear as all of the junior Marines in the shop fear Ssgt and will rarely speak the truth about anything that goes on with him present. Up until this Saturday, March 13, when [REDACTED] came to the barracks of 2327, had [REDACTED] given his side of the statement. I feel strongly that will [REDACTED] hearing this from another NCO that the problem was addressed properly with Ssgt. [REDACTED] has always been there for the Marines and I do not feel that he would ever intentionally turn a blind eye nor let a Marine be in danger when given the truth. Ssgt had previously asked [REDACTED] at the time if he would like to talk about everything that had happened and I agreed to speak with [REDACTED] and [REDACTED] behind closed doors. While having the discussion I openly expressed that I felt like what he did was very wrong and that I strongly disagreed with his actions and then Ssgt proceeded to lie and say that dudelston had stepped on his foot and also he was trying to catch him due to him being off balance. And I told him respectfully that every single person there saw the truth and knows what he is saying is not what the truth is.

[REDACTED] had stated to [REDACTED] that he has had run encounters with Ssgt at work that had also made him feel uncomfortable and then went on to say that during a conversation mixed with mixed signals of laughter and anger from Ssgt that Ssgt threatened that he was going to punch the [REDACTED] in the face. Details were though limited out of not wanting to let the proper senior Marines know of this through fear of repercussions from Ssgt.

When I, [REDACTED], Brought up to the chain of command that Ssgt had put his hands on [REDACTED] I was never let know of what happened with the situation which is understandable due to it being a SNCO issue at that time. [REDACTED] later told me that he had been counseled on the matter and the counseling was in the computer of [REDACTED] and if another incident happened actions would then be taken. I do not feel enough actions were taken or the situation was handled seriously enough. How many Marines does one person have to put there hands on to be dealt with?

While TAD on grass week, Multiple Marines are called back to the shop. I although was called back to the shop during firing week due to a bolt/connector missing for a winch. The reason I

**Enclosure ( 4 )**

was given that I was being called back for was because it was "serialized gear". Despite me being awake that morning at 0300 and having to again be awake the next morning at 0300 I was held at the shop for an additional 30 minutes looking for a bolt.

Thursday, March 11<sup>th</sup> Ssgt had asked the platoon during evening word who had not accomplished intermediate swim qualification and when a set number of Marines had raised there hand he then went around persuading the junior Marines to attempt this due to it making them look better and setting them up in the future. He then asked the final Marine why he had not done it ( ) and the Marine stated that he simply didn't find it necessary and did not want to do it. Ssgt then said in front of everyone that if he was going to require his junior Marines to do this then he was going to do the same from his NCO's. ( ) later approached Ssgt one on one and was told he didn't have to go. The biggest reason I have a problem with this is because there is no way that any junior Marine would approach him after word and get the same result. Junior Marines do not speak the truth to Ssgt or about Ssgt out of fear of him. He also did the same with forcing Marines to run a PFT. He asked the shop who wasn't on light duty that hadn't ran a PFT yet and then told them that everyone who hadn't done it yet will run it. Many Marines did not agree with this but didn't say anything out of fear.

With being a human, Marine, and a 3521 it is not hard to find instances where Marines make mistakes, and when Ssgt simply isn't in a good mood or feels some type of way then he will tell a NCO that they must counsel you or a Marine simply deserves a counseling. When I spoke up about everything going on with dudelston and Ssgt to [REDACTED] I received two Counseling immediately after coming out of ROM. I was given these counselings and given EMI along with these. When told the MCO on EME by [REDACTED] because she didn't agree with everything going on, I then spoke to the floor chief, [REDACTED] about doing this during working hours and when I was told that I was able to do so during work, I then was called out of the QC office by Ssgt Maybush and when I told him that I was doing the assigned EMI, he begun to question me in front of [REDACTED] and ask me the specific order and when I showed him a screenshot of the order he told me to go away and do it later. I then later that day was called up to the office by [REDACTED] and sat down in front of his desk and we then went over the counseling's and EMI given. He told me the work I was tasked to do was not considered EMI and if I wanted to push it that route that it would not be hard to get it routed up to the company commander and get it approved. There has been a minimum of 10 instances I myself have been given EMI and had to spend my free time doing this on my free time weather it was tasked out by a NCO or SNCO. That is myself alone and I don't know how many other times other Marines have had similar tasks. It is very easy to make a Marine look bad simply by using words and blowing up the situation at hand on paper.



INDIVIDUAL SICK SLIP		DATE
<input type="checkbox"/> ILLNESS <input checked="" type="checkbox"/> INJURY		19 FEB 2021
LAST NAME - FIRST NAME - MIDDLE INITIAL OF PATIENT		ORGANIZATION AND STATION
[REDACTED]		9th ESB
SOCIAL SECURITY NUMBER	GRADE/RATE	
xxx-xx-[REDACTED]	[REDACTED]	
UNIT COMMANDER'S SECTION		MEDICAL OFFICER'S SECTION
IN LINE OF DUTY		IN LINE OF DUTY
REMARKS		DISPOSITION OF PATIENT
* Total 44 days of LLD utilized @ end of chit.		<input type="checkbox"/> SICK BAY <input type="checkbox"/> DUTY <input type="checkbox"/> QUARTERS <input type="checkbox"/> NOT EXAMINED <input type="checkbox"/> HOSPITAL <input checked="" type="checkbox"/> OTHER (Specify):
		REMARKS LLO x 30 DAYS
		- NO PFT, CFT, MCMAP - NO FORCED HIKES, MARCHES, RUN - LOW IMPACT CARDIO OKAY - PT AT YOUR OWN PACE - FOLLOW-UP AS NEEDED
SIGNATURE OF UNIT COMMANDER		SIGNATURE OF MEDICAL OFFICER
		[REDACTED]

(11-2004)

Enclosure (5 )

INDIVIDUAL SICK SLIP		DATE
<input type="checkbox"/> ILLNESS <input checked="" type="checkbox"/> INJURY		17 FEB 2021
LAST NAME - FIRST NAME - MIDDLE INITIAL OF PATIENT		ORGANIZATION AND STATION  9th ESB
SOCIAL SECURITY NUMBER xxx-xx-xxxx	GRADE/RATE	
UNIT COMMANDER'S SECTION		MEDICAL OFFICER'S SECTION
IN LINE OF DUTY		IN LINE OF DUTY
REMARKS * Total 44 days of LLD utilized @ end of chit.		DISPOSITION OF PATIENT <input type="checkbox"/> SICK BAY <input type="checkbox"/> DUTY <input type="checkbox"/> QUARTERS <input type="checkbox"/> NOT EXAMINED <input type="checkbox"/> HOSPITAL <input type="checkbox"/> OTHER (Specify): REMARKS LLD x 30 days - No CPT/PPT, MCMAP, forced hikes, marches, heavy lifting, running. - PT @ own pace. - Follow-up w/ Physical Therapy and Chiropractic
SIGNATURE OF UNIT COMMANDER		SIGNATURE OF MEDICAL OFFICER

0/1 (11-2004)

Physical Therapy  
#  
623-2296

Enclosure (6)

INDIVIDUAL SICK SLIP		DATE
<input type="checkbox"/> ILLNESS <input checked="" type="checkbox"/> INJURY		29 MAR 2021
LAST NAME - FIRST NAME - MIDDLE INITIAL OF PATIENT		ORGANIZATION AND STATION
SOCIAL SECURITY NUMBER XXX-XX-XXXX		9th ESB - ESC
GRADE/RATE		
UNIT COMMANDER'S SECTION		MEDICAL OFFICER'S SECTION
IN LINE OF DUTY		IN LINE OF DUTY
REMARKS		DISPOSITION OF PATIENT
* Total 74 days of LLD utilized @ end of chit.		<input type="checkbox"/> SICK BAY <input type="checkbox"/> DUTY <input type="checkbox"/> QUARTERS <input type="checkbox"/> NOT EXAMINED <input type="checkbox"/> HOSPITAL <input type="checkbox"/> OTHER (Specify):
		REMARKS
		LLD x <sup>30</sup> <del>30</del> Days - no PFT, CFT, mcmop, no forced hikes. - PT @ own pace, no heavy lifting. - Follow-up w/ chiropractor and Sports medicine as instructed.
SIGNATURE OF UNIT COMMANDER		SIGNATURE OF MEDICAL OFFICER

Exp April 27<sup>th</sup>

Enclosure (6 )

INDIVIDUAL SICK SLIP		DATE
<input type="checkbox"/> ILLNESS <input checked="" type="checkbox"/> INJURY		17 MAR 2021
LAST NAME - FIRST NAME - MIDDLE INITIAL OF PATIENT		ORGANIZATION AND STATION
[REDACTED]		9th ESB
SOCIAL SECURITY NUMBER	GRADE/RATE	
[REDACTED]	[REDACTED]	
UNIT COMMANDER'S SECTION		MEDICAL OFFICER'S SECTION
IN LINE OF DUTY		IN LINE OF DUTY
REMARKS		DISPOSITION OF PATIENT
Right Ankle		<input type="checkbox"/> SICK BAY <input type="checkbox"/> DUTY <input type="checkbox"/> QUARTERS <input type="checkbox"/> NOT EXAMINED <input type="checkbox"/> HOSPITAL <input checked="" type="checkbox"/> OTHER (Specify): <i>Light duty</i>
		REMARKS
		7 days Light duty PT as tolerated no high impact activities NO PFT NO CFT
SIGNATURE OF UNIT COMMANDER		SIG [REDACTED]

Enclosure ( 7 )

INDIVIDUAL SICK SLIP		DATE
<input type="checkbox"/> ILLNESS <input checked="" type="checkbox"/> INJURY		20210309
LAST NAME - FIRST NAME - MIDDLE INITIAL OF PATIENT [REDACTED]		ORGANIZATION AND STATION USMC/
SOCIAL SECURITY NUMBER XXX-XX-[REDACTED]	GRADE/RATE [REDACTED]	
UNIT COMMANDER'S SECTION		MEDICAL OFFICER'S SECTION
IN LINE OF DUTY		IN LINE OF DUTY
REMARKS		DISPOSITION OF PATIENT <input type="checkbox"/> SICK BAY <input type="checkbox"/> DUTY <input type="checkbox"/> QUARTERS <input type="checkbox"/> NOT EXAMINED <input type="checkbox"/> HOSPITAL <input checked="" type="checkbox"/> OTHER (Specify): REMARKS Light Duty x <u>30</u> days No PFT, CFT or MCMAP No forced running, marching or hiking. No Push-Ups, Pull-Ups or Bur-pees. May complete low impact cardio in gym or pool.
SIGNATURE OF UNIT COMMANDER		[REDACTED]

NAVMED 6510/1 (11-2004)

[REDACTED]

**Enclosure ( 8 )**

# INDIVIDUAL SICK SLIP

DATE

☐ ILLNESS

☒ INJURY

10 MAR 2021

LAST NAME - FIRST NAME - MIDDLE INITIAL OF PATIENT

ORGANIZATION AND STATION

USMC/ 9TH ES13

SOCIAL SECURITY NUMBER

GRADE/RATE

XXX-XX-

UNIT COMMANDER'S SECTION

MEDICAL OFFICER'S SECTION

IN LINE OF DUTY

IN LINE OF DUTY

REMARKS

Ankle

DISPOSITION OF PATIENT

☐ SICK BAY

☐ DUTY

☐ QUARTERS

☐ NOT EXAMINED

☐ HOSPITAL

☒ OTHER (Specify):

REMARKS

Light Duty x 14 days

No PFT, CFT or MCMAP

No forced running, marching or hiking.

No Push-Ups, Pull-Ups or Burpees.

May complete low impact cardio in gym or pool.

SIGNATURE OF UNIT COMMANDER

1-2004)

Exp. 24 March 2021

Enclosure ( 9 )

**COUNSELING FORM**  
(Completed by Leader)

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

**A. ADMINISTRATIVE INFORMATION**

<b>Marine Reported On:</b>						
<b>Last Name</b>	<b>First Name</b>	<b>MI</b>	<b>EDIPI</b>	<b>Rank</b>	<b>DOR</b>	<b>PMOS</b>
					20191119	3521
<b>Occasion:</b> (Initial, second, subsequent, scheduled, event related, negative, positive, etc.)				<b>Date Covered</b> From: To:		
(Initial, scheduled, event related, etc.)				20210125 20210125		
<b>Adverse</b>						
<b>Marine Performing Counseling:</b>						
<b>Last Name</b>	<b>First Name</b>	<b>MI</b>	<b>EDIPI</b>	<b>Rank</b>	<b>Billet</b>	
Maybush	Nickolas	A	1502990744	SSgt	Shop Chief	

**B. BILLET DESCRIPTION/ RESPONSIBILITIES:**

is assigned to the shop as an Automotive Maintenance Technician responsible for making timely and accurate repairs to 9<sup>TH</sup> ESB Motor Transport assets. Additionally, is responsible for the shop Haz-Mat NCO ensuring compliance at all times and POL's available for use. As the Line NCO, is responsible for ensuring deadlined trucks are not creating environmental hazards.

**C. EXPECTATIONS:**

As a senior Marine and recommended for promotion to Cpl, is expected to set the example and hold his Marines accountable for their actions.

**D. MAJOR ACCOMPLISHMENTS / SIGNIFICANT EVENTS THIS PERIOD:**

**E. EVALUATION OF PERFORMANCE THIS PERIOD:**

On the above date, did not call, message or report to assigned place of duty for pt. After several calls from SSgt Maybush and, stated that he did not feel well and wanted to go to medical for his throat. Medical was denied and it was explained the importance of accountability of Marines.

**F. DO YOU HAVE ANY ISSUES OR CONCERNS THAT YOU WANT OR NEED TO ADDRESS FOR ASSISTANCE?**

My concern is that is recommended for the rank of and is expected to set the example as well as gain accurate accountability for reporting to higher. Additionally, has expressed interest in becoming a Marine Corps Officer. This not how leaders and Marines perform. Marines represent the highest of military virtues and this behavior is not tolerated and can lead to mishaps.

**G. TASKS ASSIGNED NEXT PERIOD / PLAN OF ACTION-SUGGESTED RESOURCES:**

will research and give a hand written report to SSgt Maybush on Friday 12 February 2021 of the leadership principle seek responsibility and take responsibility for actions of yourself and others. This report has no required amount of character however, is expected to be neat, legible and display great detail.

**H. PRO / CON RECOMMENDATIONS:**

<b>Completed by (Marine Reported On)</b>	<b>Completed by (Reporting Senior)</b>
Proficiency: _____ Conduct: _____	Proficiency: _____ Conduct: _____

**I. ADDITIONAL COMMENTS**

<b>Signature of Marine Performing Counseling (Reporting Senior)</b>	<b>Date</b>
	20200209
<b>Signature of Marine Reported On</b>	<b>Enclosure (10)</b>
	20210209

**COUNSELING FORM**  
(Completed by Leader)

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

**A. ADMINISTRATIVE INFORMATION**

**Marine Reported On:**

Last Name	First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	20191119	3521	[REDACTED]

Occasion: (Initial, second, subsequent, scheduled, event related, negative, positive, etc.) (Initial, scheduled, event related, etc.) Adverse	Date Covered From: 20210125 To: 20210125
--	--

**Marine Performing Counseling:**

Last Name	First Name	MI	EDIPI	Rank	Billet
Maybush	Nickolas	A	1502990744	SSgt	Shop Chief

**B. BILLET DESCRIPTION/ RESPONSIBILITIES:**

[REDACTED] is assigned to the shop as an Automotive Maintenance Technician responsible for making timely and accurate repairs to 9<sup>TH</sup> ESB Motor Transport assets. Additionally, [REDACTED] is responsible for the shop Haz-Mat NCO ensuring compliance at all times and POL's available for use. As the Line NCO, [REDACTED] is responsible for ensuring deadlined trucks are not creating environmental hazards.

**C. EXPECTATIONS:**

As a senior technician in the shop, [REDACTED] is expected to lead and develop peers and subordinates on accurate repairs.

**D. MAJOR ACCOMPLISHMENTS / SIGNIFICANT EVENTS THIS PERIOD:**

**E. EVALUATION OF PERFORMANCE THIS PERIOD:**

[REDACTED] has been told multiple times that trucks do not go to QC unless repairs are completed properly in accordance with technical manual. LCpl Slater made repairs to a HMMWV and left the seat off, Battery bracket off and fluids low. Marines of the shop have been instructed by Floor Chiefs, QC and Shop Chiefs as well as given a checklist to aid him in checking the truck before sending it for final inspection.

**F. DO YOU HAVE ANY ISSUES OR CONCERNS THAT YOU WANT OR NEED TO ADDRESS FOR ASSISTANCE?**

My concern for this topic is that [REDACTED] is recommended for the rank of Cpl and is expected to set the example and lead peers. This is not how leaders and technicians perform.

**G. TASKS ASSIGNED NEXT PERIOD / PLAN OF ACTION-SUGGESTED RESOURCES:**

[REDACTED] will research and give a period of instruction to SSgt Maybush on Friday 12 February 2021 of the maintenance cycle operations and acceptable responsibilities of each billet. QC

**H. PRO / CON RECOMMENDATIONS:**

Completed by (Marine Reported On)	Completed by (Reporting Senior)
Proficiency: _____ Conduct: _____	Proficiency: _____ Conduct: _____

**I. ADDITIONAL COMMENTS**

Signature of Marine Performing Counseling (Reporting Senior)	Date
[REDACTED]	20200209
Signature of Marine Reported On	Date
[REDACTED]	20210209

**Enclosure (10)**



**COUNSELING FORM**  
(Completed by Leader)

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

A. ADMINISTRATIVE INFORMATION							
<b>Marine Reported On:</b>							
Last Name	First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	20191101	3521	
<b>Occasion:</b>					<b>Date Covered</b>		
(Initial, second, subsequent, scheduled, event related, negative, positive, etc.)					From:	To:	
Weekly Performance					20201011	20201017	
Marine Performing Counseling:							
Last Name	First Name	MI	EDIPI	Rank	Billet		
Maybush	Nickolas	A	1502990744	SSgt	Shop Chief		
B. BILLET DESCRIPTION/ RESPONSIBILITIES:							
<p>[REDACTED] has the responsibility of being an Automotive Maintenance Technician and Hazardous Materials NCO. Additionally, [REDACTED] has been assigned the duties of the Line NCO responsible for conducting weekly start-ups of appropriate deadlined gear. Furthermore, [REDACTED] is to set the proper example for other Marine's to emulate, make sound and timely decisions while continuing to work on tact.</p>							
C. EXPECTATIONS:							
<p>[REDACTED] is expected to report to the shop NLT 07:20 each day and ensures that POL and other Hazardous Materials are readily available for use and the area is in a high state of police at all times. [REDACTED] will then commence Line NCO duties ensuring vehicles are not leaking. [REDACTED] is then expected to receive a task from his floor chief and begin working on the equipment assigned to him in a proficient manner.</p>							
D. MAJOR ACCOMPLISHMENTS / SIGNIFICANT EVENTS THIS PERIOD:							
<p>Throughout the week of October 11 – 17, 2020, [REDACTED] has completed (3) CM, (1) PMCS and Corporals DEP. Of the three CM's completed by [REDACTED] in which two have failed Q.C.</p>							
E. EVALUATION OF PERFORMANCE THIS PERIOD:							
<p>[REDACTED] has shown some improvement with tact however he struggles from time to time when receiving word that he does not enjoy hearing. [REDACTED] continues to strive at PT and leading Marines in the shop however, has difficulty understanding when he is going against the word of his leadership. [REDACTED] needs to improve his PMOS proficiency by ensuring trucks are corrected the first time and do not fail Q.C. With continued guidance and mentorship from his NCO's and SNCO's I believe that [REDACTED] will develop into a well-rounded Marine fully capable of any task assigned to him.</p>							
F. DO YOU HAVE ANY ISSUES OR CONCERNS THAT YOU WANT OR NEED TO ADDRESS FOR ASSISTANCE?							
<p>If tasked to recommend pro/con marks for [REDACTED] I would recommend 4.2/4.1. I would not recommend [REDACTED] for the rank of Corporal based off of his performance thus far [REDACTED] has been provided with guidance of how he can improve.</p>							
G. TASKS ASSIGNED NEXT PERIOD / PLAN OF ACTION-SUGGESTED RESOURCES:							
<p>This counseling and mentorship is the plan of action for this week in order to document [REDACTED] performance.</p>							
Completed by (Marine Reported On)				Completed by (Reporting Senior)			
Proficiency: _____ Conduct: _____				Proficiency: _____ Conduct: _____			
I. ADDITIONAL COMMENTS							
Signature of Marine Performing Counseling (Reporting Senior)					Date		
[REDACTED]					Enclosure (10)		

**COUNSELING FORM**  
(Completed by Leader)

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

**A. ADMINISTRATIVE INFORMATION**

Marine Reported On:

Last Name	First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	20191101	3521	3521

Occasion: (Initial, second, subsequent, scheduled, event related, negative, positive, etc.)	Date Covered From:	To:
(Initial, scheduled, event related, etc.)	20201001	20201031

Monthly Counseling

Last Name	First Name	MI	EDIPI	Rank	Billet
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

**B. BILLET DESCRIPTION/ RESPONSIBILITIES:**

[REDACTED] is primarily an Automotive Maintenance Technician, SNM also serves as Hazmat NCO along with Line NCO secondarily. Responsibilities include making repairs to equipment, maintaining hazmat related activities, and doing morning startups for the deadline.

**C. EXPECTATIONS:**

[REDACTED] is expected to perform his daily duties with minimal supervision needed throughout the day.  
[REDACTED] is expected to ask questions anytime he is unsure of something.

**D. MAJOR ACCOMPLISHMENTS / SIGNIFICANT EVENTS THIS PERIOD:**

Completed  
 -Assisted QC NCO with 2 JLTI's  
 -Prevented 2 trucks from being inducted.  
 -4 CM's  
 -Cpl Course on MarineNet  
 -Supervised 400 gallons of POL's  
 - Supervised new Marine's with Leading Marines (MarineNet)  
 - Shot a 332 on the rifle range

**E. EVALUATION OF PERFORMANCE THIS PERIOD:**

Over the month of October [REDACTED] was very productive. SNM was able to raise his rifle score, complete Corporal's Course on MarineNet, complete tasks given at the shop, and even help supervise his peers that needed to complete Leading Marines on MarineNet. [REDACTED] can be counted on to complete a task given, but needs to make sure he is putting out the highest quality of work possible when working on given task. SNM needs to remember as a senior [REDACTED] he is being watched and followed by his peers.

**F. DO YOU HAVE ANY ISSUES OR CONCERNS THAT YOU WANT OR NEED TO ADDRESS FOR ASSISTANCE?**

**G. TASKS ASSIGNED NEXT PERIOD / PLAN OF ACTION-SUGGESTED RESOURCES:**

[REDACTED] has been assigned to do morning startups weekly.  
[REDACTED] has been assigned to ensure all Junior Marines have a way to read the book report book (The Marines of Montford Point).

**H. PRO / CON RECOMMENDATIONS:**

Completed by (Marine Reported On)	Completed by (Reporting Senior)
Proficiency: <u>4.3</u> Conduct: <u>4.3</u>	Proficiency: <u>4.3</u> Conduct: <u>4.3</u>

**I. ADDITIONAL COMMENTS**

# COUNSELING FORM (CONTINUED)

Fitness goals- Get 300 on CFT by doing boots and utilities sprints 4 days a week. Get a 285 PFT by improving 3 mile by participating in a couple virtual marathons within the next 6 months

Financial goals- Reach 20-25k in TSP by end of calendar year, and reach 40k by the end of 2021 in TSP by continuing to contribute the same amount to TSP.

Future goals- Reenlist in the Marine Corps, also talk to the career planner about MSG and I&I duty by setting up the soonest available appointment. Plan to do within next 2-3 years

Fidelity goals- Continuing to teach other Jr. Marines the skillset that's needed in the MOS as well as spreading extra circular knowledge about different opportunities the Marine Corps offers- 5 year goal

Family goals- Visit family back home within the next 6 months by taking leave within the next 2 upcoming leave blocks

Signature of Marine Performing Counseling (Reporting Senior)

Date

20201106

Signature of Marine Reported On

Date

20201106

**COUNSELING FORM**  
(Completed by Leader)

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

**A. ADMINISTRATIVE INFORMATION**

Marine Reported On:

Last Name	First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	20191101	3521	3521

Occasion: (Initial, second, subsequent, scheduled, event related, negative, positive, etc.)	Date Covered From:	To:
(Initial, scheduled, event related, etc.) Monthly Counseling	20200901	20200930

Marine Performing Counseling:

Last Name	First Name	MI	EDIPI	Rank	Billet
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

**B. BILLET DESCRIPTION/ RESPONSIBILITIES:**

[REDACTED] is primarily an Automotive Maintenance Technician, SNM also serves as Hazmat NCO along with Line NCO secondarily. Responsibilities include making repairs to equipment, maintaining hazmat related activities, and doing morning startups for the deadline.

**C. EXPECTATIONS:**

[REDACTED] is expected to perform his daily duties with minimal supervision needed throughout the day.

**D. MAJOR ACCOMPLISHMENTS / SIGNIFICANT EVENTS THIS PERIOD:**

Completed

- 1 Corrective Maintenance Task
- 1 Preventative Maintenance Task
- Performed duties as Line NCO
- Performed duties as Hazmat NCO

**E. EVALUATION OF PERFORMANCE THIS PERIOD:**

Over the month of September [REDACTED] has lacked the ability to complete tasks given without more supervision than normal. [REDACTED] often times puts in all the effort he can, but in the month of September it has been noticed that SNM has also lacked motivation to complete tasks given. [REDACTED] needs to improve when it comes to his MOS proficiency.

**F. DO YOU HAVE ANY ISSUES OR CONCERNS THAT YOU WANT OR NEED TO ADDRESS FOR ASSISTANCE?**

**G. TASKS ASSIGNED NEXT PERIOD / PLAN OF ACTION-SUGGESTED RESOURCES:**

[REDACTED] has been assigned to do morning startups weekly.

**H. PRO / CON RECOMMENDATIONS:**

Completed by (Marine Reported On)	Completed by (Reporting Senior)
Proficiency: <u>4.3</u> Conduct: <u>4.3</u>	Proficiency: <u>4.2</u> Conduct: <u>4.2</u>

**I. ADDITIONAL COMMENTS**

Signature of Marine Performing Counseling (Reporting Senior)	Date
[REDACTED]	20200930
Signature of Marine Reported On	Date
[REDACTED]	20200930

**Enclosure (10)**

# COUNSELING WORKSHEET

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

## A. ADMINISTRATIVE INFORMATION

Marine Reported On:

Last Name	First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	20191101	3521	3521

Occasion:

Period Covered:

Mentorship

From

To

20200928

20201103

Marine Performing Counseling (Reporting Senior)

Last Name	First Name	MI	Rank	Billet
[REDACTED]	[REDACTED]	M	[REDACTED]	[REDACTED]

## B. BILLET TITLE (description if required)

## C. MAJOR ACCOMPLISHMENTS / SIGNIFICANT EVENTS THIS PERIOD / TOPICS DISCUSSED

Follow on mentorship

## D. EVALUATION OF PERFORMANCE THIS PERIOD

This document will be utilized as evidence of the mentorship session and evaluation of your performance over the past month. You were tasked to keep a log of your work throughout the month to allow for your leadership to know and understand your work ethic. After reviewing your log, it is evident that you can handle additional responsibility yet I still encourage you to utilize the knowledge around you more often and continue to help your peers. Continue to utilize a log. However, I ask that you include more detail and organization. Think of if it would be used in court. Your NCO's and SSgt Maybush have expressed the good job that you have done throughout the month. However, more is expected of someone that is looking to join the NCO ranks in the near future. Therefore, I encourage you to shadow your NCOs from time to time.

## E. TASKS ASSIGNED NEXT PERIOD / GOALS

[REDACTED] will continue to construct a weekly log of maintenance tasks completed throughout the week and report directly to SSgt Maybush over the period of (1) month and present the log to [REDACTED] December 1, meaning I would want to see the overall log after a month's time. This is to ensure progress in understanding the importance of maintenance. Also, it is expected that you document which NCOs have assisted you in maintenance related issues as they are completed.

## F. ADDITIONAL COMMENTS

[REDACTED] at this time, has been directed to report instances in which he may feel rejected, disavowed, or blatantly singled out by his NCOs so it can be addressed immediately.

## G. CERTIFICATION

Signature of Marine Performing Counseling (Reporting Senior)	Date
[REDACTED]	20201104
Signature	Date
[REDACTED]	20201104



**UNITED STATES MARINE CORPS**

9TH ENGINEER SUPPORT BATTALION

3D MARINE LOGISTICS GROUP

UNIT 38430

EPO AP 96385-8430

IN REPLY REFER TO:

1000

MAG

30 Sep 20

From: [REDACTED] [REDACTED] ( [REDACTED] ), Motor Transport  
Maintenance Platoon, Engineer Support Company.  
To: [REDACTED] [REDACTED] [REDACTED]

Subj: OFFICIAL COUNSLING

1. This official counseling is being conducted to advise you of your deficiencies on several occasions both documented and verbally counseled by your leadership. Specifically, violation of Article 91 Insubordinate conduct towards a warrant officer, noncommissioned or petty officer.
2. Recommended corrective action is to actively pursue increased levels of leadership, tact, and taking responsibility for your actions. Assistance is available from my chain of command, and also from Marines who have exhibited high levels of the listed military attributes. You are advised that failure to take corrective action may result in reduced promotion opportunities, administrative separation and/or limitation on further service.
3. This official counseling is being provided to you to identify your misconducts, correct your deficiencies, and guide your actions as you move past this unacceptable behavior. Additionally, you may submit a written rebuttal which will be filed with this [REDACTED]

20201005

**Enclosure (10)**

## INITIAL COUNSELING

Name: [REDACTED] Rank: [REDACTED] EPIPI: [REDACTED] MOS: 3521

Billet: Motor Transport Maintenance Technician

**Agenda/Subjects discussed: Initial Counseling**

- SNM has been informed of his/her chain of command within 9th ESB, ESC.
- SNM has been informed of his/her chain of command within the MTMP.
- SNM has been informed of his/her role in the platoon.
- SNM has been informed that 9th ESB, ESC is a deploying command that actively supports III MEF operations.
- SNM will NOT drink alcohol if under age.
- SNM will NOT drink and drive.
- SNM will NOT purchase, possess, use or distribute any illegal substances (drugs).
- SNM has been informed of the platoon PME program and physical fitness program.
- SNM needs to adhere to all shop safety rules and remember that safety is paramount.
- SNM will obey all traffic rules and regulations regardless of his/her duty status.
- SNM is expected to keep his/her working and/or living area in a clean and presentable manner at all times.
- SNM has been informed that his/her leaders are here to guide, teach, and mentor him/her to succeed personally and professionally.
- SNM is expected to go to his/her NCO's or SNCO's for any problems (personal or professional) he/she may have while stationed at MTMP.
- SNM will inform his/her NCO and SNCO 30 days in advance of getting married or entering into a major financial obligation (buying a first car, buying a home, etc).
- SNM has been informed that if he/she fails to follow any of the above guidance or violates any article of the UCMJ he/she may be subject to disciplinary action.

Targets for coming period and/or comments: N/A.

Mentee printed name and signature: [REDACTED]

Mentor printed name and signature: [REDACTED]

Target date for next session: NA

SNCOIC printed name and signature: [REDACTED]

- McMAP Tan = Gray
- Right Knee Appointment
- Heart Fri 30 @ 1030 High BP
- Inhaler
- Ref for Cardiologist

# COUNSELING WORKSHEET

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

## A. ADMINISTRATIVE INFORMATION

Marine Reported On:								
Last Name	First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS	
					20191101	3521	3521	
Occasion:					Period Covered:			
Mentorship					From		To	
					20200928		20200928	
Marine Performing Counseling (Reporting Senior)								
Last Name	First Name	MI	EDIPI	Rank	Billet			

## B. BILLET TITLE (description if required)

## C. MAJOR ACCOMPLISHMENTS / SIGNIFICANT EVENTS THIS PERIOD / TOPICS DISCUSSED

Expectations in the future

## D. EVALUATION OF PERFORMANCE THIS PERIOD

This counseling is to inform you of the mentorship / discussion which occurred on 20200925. On this day, we discussed the issues surrounding the negative effect of your performance and attitude towards your NCOs, in particular, [REDACTED]. You explained instances in which you were being singled out which resulted in some backlash. We also spoke on your performance as a Marine and a technician. It was explained to you the value of your leadership and the influence you have over your juniors and peers. In this instance, you took responsibility for your insubordination and acknowledged your lack of technical skills due to your defiance to learning the craft. You were directed to confide in your NCOs, peers, and juniors to assist you in becoming a better leader and maintainer. Understand that any future instance in which insubordination and lack of respect to those appointed over you will not be tolerated and will result in disciplinary action.

## E. TASKS ASSIGNED NEXT PERIOD / GOALS

[REDACTED] will construct a weekly log of maintenance tasks completed throughout the week and report directly to [REDACTED] via [REDACTED] over the period of (1) month, meaning I would want to see the overall log after a month's time. This is to ensure progress in understanding the importance of maintenance. Also, it is expected that you document which NCOs have assisted you in maintenance related issues as they are completed.

## F. ADDITIONAL COMMENTS

[REDACTED], at this time, has been directed to report instances in which he may feel rejected, disavowed, or blatantly singled out by his NCOs so it can be addressed immediately.

## G. CERTIFICATION

Signature of Marine Performing Counseling (Reporting Senior)	Date
[REDACTED]	20200930
	Date
	20200930

- SIGNED ON SEPTEMBER 30 DUE TO MARINE BEING ON THE RANGE.

Enclosure (10)



**COUNSELING FORM**  
(Completed by Leader)

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

A. ADMINISTRATIVE INFORMATION							
<b>Marine Reported On:</b>							
Last Name	First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS
██████████	██████████	█	██████████	██████	20191101	3521	
<b>Occasion:</b> (Initial, second, subsequent, scheduled, event related, negative, positive, etc.)					<b>Date Covered</b>		
(Initial, scheduled, event related, etc.)					From:		To:
Negative					20200801		20200801
<b>Marine Performing Counseling:</b>							
Last Name	First Name	MI	EDIPI	Rank	Billet		
██████████	██████████		██████████	██████	██████████		
B. BILLET DESCRIPTION/ RESPONSIBILITIES:							
<ul style="list-style-type: none"><li>Article 91. Insubordinate conduct towards a warrant officer, noncommissioned officer or petty officer.</li><li>Article 92. Failure to obey order or regulation.</li><li>Article 134. General Article. Conduct unbecoming of a United States Marine.</li></ul>							
C. EXPECTATIONS:							
SNM is expected to wear a mask when social distancing cannot be applied in Barracks 2327 or when exiting the building to form for PT. ██████████ is also expected to follow and obey orders given to him by an NCO or higher. SNM is also expected to not have an attitude or back talk.							
D. MAJOR ACCOMPLISHMENTS / SIGNIFICANT EVENTS THIS PERIOD:							
Throughout the week(s) of 20200914 – 20200924 ██████████ has been instructed by ██████████ to wear a mask during certain situations i.e. roaming around the barracks during liberty, exiting the barracks to form for PT, and during field day. SNM has zero respect for his Corporals and is always back talking or trying to argue when orders are given. Mouthing off and continuing to not wear a mask will no longer be tolerated from ██████████. This behavior is unacceptable and SNM has been verbally counseled multiple times about this.							
E. EVALUATION OF PERFORMANCE THIS PERIOD:							
SNM's performance in the shop is not on par with his peer group, and his attitude is below standards. SNM is not ready to be an NCO and uphold the standards that come with the rank.							
F. DO YOU HAVE ANY ISSUES OR CONCERNS THAT YOU WANT OR NEED TO ADDRESS FOR ASSISTANCE?							
G. TASKS ASSIGNED NEXT PERIOD / PLAN OF ACTION-SUGGESTED RESOURCES:							
SNM will write a 1,500 word essay on the importance of Noncommissioned officers and pick one (1) NCO from Marine Corps History that he looks up to and why. This essay is due 20201002.							
H. PRO / CON RECOMMENDATIONS:							
Completed by (Marine Reported On)				Completed by (Reporting Senior)			
Proficiency: _____ Conduct: _____				Proficiency: _____ Conduct: _____			
I. ADDITIONAL COMMENTS							
Signature of Marine Performing Counseling (Reporting Senior)						Date	
██						20200924	
Signature of Marine Reported On						Date	
██						20200924	

**Enclosure (10)**

# COUNSELING WORKSHEET

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

## A. ADMINISTRATIVE INFORMATION

Marine Reported On:		First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS
Last Name						20191101	3521	3521
Occasion: (Initial, scheduled, event related, etc.)						Period Covered: From To		
Negative						20200801		20200801

## Marine Performing Counseling (Reporting Senior)

Last Name	First Name	MI	EDIPI	Rank	Billet

## B. BILLET TITLE (description if required)

## C. MAJOR ACCOMPLISHMENTS /SIGNIFICANT EVENTS THIS PERIOD

- Article 92 Failure to obey order or regulation.

## D. EVALUATION OF PERFORMANCE THIS PERIOD

On 20200801 [REDACTED] was given a negative counseling on his failure to perform his assigned duty correctly. SNM was then assigned a 1000 word essay to be turned in to [REDACTED] before 0730 on Wednesday morning. [REDACTED] was given adequate time to complete this given task. This essay was given to help SNM to understand the importance of duty. SNM then failed to complete this simple task. [REDACTED] proceeded to argue this, stating he did not know he had an assignment. [REDACTED] clearly signed the negative paperwork and lied directly to [REDACTED] and [REDACTED]. This behavior is not suited for a Marine who is about to attend his first NCO panel. SNM needs to focus on his tact, professionalism and a clear understanding of the importance of a being a good follower before becoming a good leader.

## E. TASKS ASSIGNED NEXT PERIOD / GOALS

- SNM will write an essay on the three leadership traits he perceives as the most important, 2000 word count, and additionally will read and complete a book report on the book, "Extreme ownership". The first essay will be due before midnight of August 5<sup>th</sup>, and submitted to [REDACTED] email [REDACTED]@gmail.com). The book report will then be completed and turned into [REDACTED], or [REDACTED] by 0720 August 10<sup>th</sup>. Both papers will be typed and proofread.

## F. ADDITIONAL COMMENTS

There will be no excuse to not finishing these task. If not completed, higher forms of paperwork will issue.

## G. CERTIFICATION

Signature of Marine Performing Co	Date
[REDACTED]	20200803
Signature of Marine Reported On	Date
[REDACTED]	20200803

## COUNSELING WORKSHEET

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

A. ADMINISTRATIVE INFORMATION								
Marine Reported On:								
Last Name	First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS	
					20191101	3521	3521	
Occasion: (Initial, scheduled, event related, etc.)					Period Covered: To			
					From			
Negative					20200713	20200718		
Marine Performing Counseling (Reporting Senior)								
Last Name	First Name	MI	EDIPI	Rank	Billet			
B. BILLET TITLE (description if required)								
C. MAJOR ACCOMPLISHMENTS /SIGNIFICANT EVENTS THIS PERIOD								
<ul style="list-style-type: none"> <li>Violation of Article 91 Insubordinate conduct towards a warrant officer, noncommissioned officer or petty officer. X2</li> <li>Violation of Article 92 Failure to Obey Order or Regulation.</li> <li>Violation of Article 134 General Article.</li> </ul>								
D. EVALUATION OF PERFORMANCE THIS PERIOD								
<p>SNM is in direct violation of 3 Articles of the UCMJ as listed above. (Article 91, 92 and 134). SNM was instructed by Corporals, Sergeants as well as MSgt that while on Restriction of Movement (ROM) they will complete at least 1 MarineNet class a day and provide proof that a class has been completed. SNM has failed to complete the required amount of MarineNet classes although the rest of the platoon seems to be able to do so just fine. This behavior is unacceptable and will not be tolerated. If SNM cannot complete the required amount of MarineNet classes by the end of the week more tasks will assigned and then followed by further punitive actions. This behavior is unbecoming of a Marine of any ranks and providing poor excuses is unbecoming of a Marine wanting to lead or become an NCO.</p>								
E. TASKS ASSIGNED NEXT PERIOD / GOALS								
F. ADDITIONAL COMMENTS								
G. CERTIFICATION								
Signature of Marine Performing Counseling (Reporting Senior)						Date		
						20200716		
Signature of Marine Reported On						Date		
						20200716		

Enclosure (10 )

# COUNSELING WORKSHEET

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

## A. ADMINISTRATIVE INFORMATION

Marine Reported On:

Last Name	First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	20191101	3521	3521

Occasion:  
(Initial, scheduled, event related, etc.)

Period  
Covered: To  
From

Event Related

20200605 20200605

Marine Performing Counseling (Reporting Senior)

Last Name	First Name	MI	EDIPI	Rank	Billet
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

## B. BILLET TITLE (description if required)

## C. MAJOR ACCOMPLISHMENTS /SIGNIFICANT EVENTS THIS PERIOD

- [REDACTED] successfully maintained the Hazmat pit and surpassed expectations

## D. EVALUATION OF PERFORMANCE THIS PERIOD

Since taking on the roles and responsibilities as the assistant HAZMAT NCO [REDACTED] has shown exceptional performance in the duties. SNM has demonstrated that he is responsible and takes great initiative to ensure proper cleaning, organization and storage of all Hazmat is being done within the guidelines and procedures. Through his drive and initiative [REDACTED] has impressed the Marines around him as well as his superior leadership. [REDACTED] demonstrates maturity, humility, and order. His desires and interests to improve Hazmat bring credit to himself and the platoon. SNM has shown that he has the leadership abilities to demonstrate, teach, correct, improve and lead by example to his peers.

## E. TASKS ASSIGNED NEXT PERIOD / GOALS

## F. ADDITIONAL COMMENTS

## G. CERTIFICATION

Signature of Marine Performing Counseling (Reporting Senior)

Date

[REDACTED] 20200605

Signature of Marine Reported On

Date

[REDACTED] Enclosure (10)

## COUNSELING WORKSHEET

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

### A. ADMINISTRATIVE INFORMATION

<b>Marine Reported On:</b>								
<b>Last Name</b>	<b>First Name</b>	<b>MI</b>	<b>EDIPI</b>	<b>Rank</b>	<b>DOR</b>	<b>PMOS</b>	<b>BILMOS</b>	
					20191101	3521	3521	
<b>Occasion:</b>					<b>Period Covered:</b>			
					<b>From</b>	<b>To</b>		
Monthly					20200301	2020331		
<b>Marine Performing Counseling (Reporting Senior)</b>								
<b>Last Name</b>	<b>First Name</b>	<b>MI</b>	<b>EDIPI</b>	<b>Rank</b>	<b>Billet</b>			

### B. BILLET TITLE (description if required)

### C. MAJOR ACCOMPLISHMENTS / SIGNIFICANT EVENTS THIS PERIOD / TOPICS DISCUSSED

- Was in charge of a team that completed preventative maintenance on 18 trucks
- Sold (3) corrective maintenance service requests
- Completed 5 volunteer hours

### D. EVALUATION OF PERFORMANCE THIS PERIOD

\_\_\_\_\_ has been shown what it is like to be responsible for a squad. While being in charge of a team assigned to do any given task, \_\_\_\_\_ had to teach and mentor a squad of (6) Marines how to conduct inspections and perform corrective and preventive maintenance. These Marines falling under \_\_\_\_\_ were not mechanics and had very little experience with tools. Nonetheless, \_\_\_\_\_ managed to demonstrate and supervise the completion of 18 preventive maintenance and repairing 26 tie rod boots. When not in a supervising position \_\_\_\_\_ was able to complete 3 additional corrective maintenance task. \_\_\_\_\_ has performed well this month over all, but did have some setbacks to his proficiency as a mech. \_\_\_\_\_ received a negative counseling for improper use of a pneumatic tool which resulted in trailer needing preventative maintenance, to it becoming a dead lining item. SNM has performed 2 other preventative maintenance incorrectly. SNM has also been told that his tactfulness to superiors and the conformity that he has with NCOs needs to improve. Since then, SNM has shown improvement to his attitude and addressing superiors towards the middle of the month but sometimes falls short. Outside of the shop, \_\_\_\_\_ demonstrates some favorable attributes. In his spare time SNM will create events so his peers can improve on horizontal unit cohesion. Also SNM will mentor those that want to improve in grappling, and involve himself in teaching local kids how to speak English for volunteer work.

Recommended Pros: 4.2 Recommended Cons: 4.2

### E. TASKS ASSIGNED NEXT PERIOD / GOALS

- SNM is assigned to attend Money management workshop to improve on his understanding of credit and money
- SNM is assigned to take Conflict management (MFZLSCCMT0) on Marine net and compile a class to present it to the shop

### F. ADDITIONAL COMMENTS

- SNM is interested to learn how credit works and how to build credit
- SNM is wanting to improve his leadership skills and mentor abilities

### G. CERTIFICATION

<b>Signature of Marine Performing Counseling (Reporting Senior)</b>		<b>Date</b>
		20200401
<b>Signature</b>		<b>Date</b>
		20200401

Enclosure (10)

# COUNSELING WORKSHEET

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

## A. ADMINISTRATIVE INFORMATION

Marine Reported On:		First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS
Last Name						20191101	3521	
Occasion: (Initial, scheduled, event related, etc.)						Period Covered: To		
Negative						From 20200311 To 20200311		
Marine Performing Counseling (Reporting Senior)								
Last Name		First Name	MI	EDIPI	Rank	Billet		

## B. BILLET TITLE (description if required)

## C. MAJOR ACCOMPLISHMENTS /SIGNIFICANT EVENTS THIS PERIOD

- [REDACTED] did not sign his Toughbook in during clean up
- SNM was disrespectful towards tool room personnel

## D. EVALUATION OF PERFORMANCE THIS PERIOD

[REDACTED] did not sign in the Toughbook 4109 the evening of 20200319. [REDACTED] kepted the some of the shop late to find the lost equipment, those Marines did not go home till 1730. When asked about the Toughbook [REDACTED] was extremely disrespectful towards Tool Room personnel. [REDACTED] needs to except responsibility for his own actions and stop putting the blame on some one else. This kind of behavior is unbecoming of a Junior Marine who thinks hes ready to be a NCO. This is not the Marines first negative counseling this month and if future behavior like this countuines, he will be recommend for a higher level of administrative punishment.

## E. TASKS ASSIGNED NEXT PERIOD / GOALS

Read the news article about [REDACTED]

## F. ADDITIONAL COMMENTS

## G. CERTIFICATION

Signature of Marine Performing Counseling (Reporting Senior)	Date
[REDACTED]	20200319
Signature of Marine Reported On	Date
[REDACTED]	

20200319

Enclosure (10 )

## COUNSELING WORKSHEET

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

### A. ADMINISTRATIVE INFORMATION

Marine Reported On:

Last Name	First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	20191101	3521	

Occasion:  
(Initial, scheduled, event related, etc.)

Period  
Covered: To  
From

Negative Counseling	20200310	20200310
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Marine Performing Counseling (Reporting Senior)

Last Name	First Name	MI	EDIPI	Rank	Billet
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

### B. BILLET TITLE (description if required)

### C. MAJOR ACCOMPLISHMENTS /SIGNIFICANT EVENTS THIS PERIOD

[REDACTED] was assigned a PM on a 353 trailer SN 638000 and SR 29204326.

### D. EVALUATION OF PERFORMANCE THIS PERIOD

[REDACTED] was assigned a 'preventive maintenance' service request on 353 trailer 638000. While assigned to the service request 29204326 [REDACTED] stripped a lug nut on the right side tire. The lug nut stripped because [REDACTED] was improperly using the 3/4 pneumatic impact wrench without the knowledge and understanding on how to use it properly. The impact wrench generates 1400 ft lbs of torque and the wheels on a 353 trailer are torqued down to 450 ft lbs-500 ft lbs [REDACTED] was instructed by [REDACTED] that one of the tires would be reverse thread. [REDACTED] did not check which tire was reverse thread and stripped the lug nut. Upon review by [REDACTED] and [REDACTED] it was the left side tire that was reverse thread not the right side. This is not the first truck that [REDACTED] has sent back to dead line because he was not following his TM. If this continues to be a recurring issue [REDACTED] will be sent for a higher level of administrative paperwork. [REDACTED] needs to work on his attention to detail and MOS proficiency.

### E. TASKS ASSIGNED NEXT PERIOD / GOALS

- Write a 500 word essay on the importance of using an impact correctly. Due 20200320
- Create and teach a class with an outline on the importance to look at threads, describing thread pitch, thread direction and how to properly identify both.

### F. ADDITIONAL COMMENTS

Essay Will Be Formatted As Follows:

- Name and date centered
- Single spaced
- Times New Roman
- Font 12
- Words under three letters will not count towards word count
- Essay will be 500 words

### G. CERTIFICATION

Signature of Marine Performing Counseling (Reporting Senior)

Date

Signature of Marine Reported On

Date

20200310

20200310

**Enclosure (10)**

## COUNSELING WORKSHEET

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

### A. ADMINISTRATIVE INFORMATION

Marine Reported On:

Last Name	First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	20191101	3521	

Occasion:  
(Initial, scheduled, event related, etc.)

Period  
Covered: To  
From

Scheduled

20200201

20200229

Marine Performing Counseling (Reporting Senior)

Last Name	First Name	MI	EDIPI	Rank	Billet
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

### B. BILLET TITLE (description if required)

### C. MAJOR ACCOMPLISHMENTS /SIGNIFICANT EVENTS THIS PERIOD

[REDACTED] completed 4 corrective maintenance service request this month, closing 8 task.

### D. EVALUATION OF PERFORMANCE THIS PERIOD

[REDACTED] completed 4 corrective maintenance service request this month, closing 8 task. [REDACTED] has been improving his troubleshooting capabilities and has been given more complicated trucks. [REDACTED] doesn't fall out of any platoon pts, and often requires more advance PTs to keep his interest. [REDACTED] was dropped from the range and will be sent again at the next earliest convenience to the platoon. [REDACTED] has been using his time out side of work to better himself often going on runs with Marines in the platoon. [REDACTED] needs to work on his argumentative attitude and focus more on staying on task. He needs to be reminded multiple times a day to get back to work, and is often found away from his truck. SNM needs to be more obedient to orders and stop questioning his NCOs. [REDACTED] also needs to work on using his chain of command instead of going straight to the SNCOs. [REDACTED] needs to keep his negative opinions to himself and stop bringing down the morale of the platoon.

### E. TASKS ASSIGNED NEXT PERIOD / GOALS

Goals:

[REDACTED] is working his way to the Marine Corps Wrestling Team

-SNM would like to better his PFT and CFT

-SNM would like to become more proficient at his MOS

Task Assigned Next Period: SNM Will Complete Introduction To Six Sigma (OPER10A010)

### F. ADDITIONAL COMMENTS

### G. CERTIFICATION

Signature of Marine Performing Counseling (Reporting Senior)

Date

Signature of Marine Reported On

Date

20200316

20200316

Enclosure (10)



## COUNSELING WORKSHEET

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

### A. ADMINISTRATIVE INFORMATION

Marine Reported On:		First Name		MI	EDIPI	Rank	DOR	PMOS	BILMOS
Last Name							20191101	3521	
Occasion: (Initial, scheduled, event related, etc.)							Period Covered: From To		
Event Related							20200206	20200206	
Marine Performing Counseling (Reporting Senior)									
Last Name		First Name		MI	EDIPI	Rank	Billet		

### B. BILLET TITLE (description if required)

### C. MAJOR ACCOMPLISHMENTS /SIGNIFICANT EVENTS THIS PERIOD

\_\_\_\_\_ was temporary assigned to the range, where he failed to qualify. Grass week for the range started the 27<sup>th</sup> of January and firing for the range started the 3<sup>rd</sup> of February. \_\_\_\_\_ had already attended grass week before in the last thirty days. \_\_\_\_\_ failed the range on the 5<sup>th</sup> of February and returned to work on the sixth.

### D. EVALUATION OF PERFORMANCE THIS PERIOD

### E. TASKS ASSIGNED NEXT PERIOD / GOALS

### F. ADDITIONAL COMMENTS

\_\_\_\_\_ will be sent to the range again at the next available time.

### G. CERTIFICATION

Signature of Marine Performing Counseling (Reporting Senior)		Date
_____		20200206
Signature of Marine Reported On		Date
_____		20200206

Enclosure (10 )

# COUNSELING WORKSHEET

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

## A. ADMINISTRATIVE INFORMATION

Marine Reported On:

Last Name	First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	20190201	3521	3521

Occasion:

(Initial, scheduled, event related, etc.)

Negative

Period Covered:

From

To

20200113

20200113

Marine Performing Counseling (Reporting Senior)

Last Name

First Name

MI

EDIPI

Rank

Billet

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## B. BILLET TITLE (description if required)

## C. MAJOR ACCOMPLISHMENTS /SIGNIFICANT EVENTS THIS PERIOD

[REDACTED] during the period for BITS training at the Camp Hansen theatre, was given multiple chances to stay awake by [REDACTED]. SNM continued to disrespect and show attitude towards [REDACTED], when being correct for his mistakes. SNM actions fall under article 91 and article 92 of the UCMJ. SNM failed to obey orders from a superior and show insubordination towards senior enlisted. Behaviors SNM exhibited will not be tolerated

## D. EVALUATION OF PERFORMANCE THIS PERIOD

## E. TASKS ASSIGNED NEXT PERIOD / GOALS

SNM will give a presentation on the purpose of customs and courtesys and the importance of tact, respect and bearing. This presentation will be given to the platoon with the aid of media. The project will be turned into [REDACTED] no later than 1630 on January 20<sup>th</sup> for review.

## F. ADDITIONAL COMMENTS

## G. CERTIFICATION

Counseling (Reporting Senior)

Date

20200113

on

Date

20200113

Enclosure (10 )

# COUNSELING WORKSHEET

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

## A. ADMINISTRATIVE INFORMATION

Marine Reported On:		MI	EDIPI	Rank	DOR	PMOS	BILMOS
Last Name	First Name				20191101	3521	
Occasion: (Initial, scheduled, event related, etc.)					Period Covered: From To		
Scheduled					20200101	20200131	

## Marine Performing Counseling (Reporting Senior)

Last Name	First Name	MI	EDIPI	Rank	Billet

## B. BILLET TITLE (description if required)

## C. MAJOR ACCOMPLISHMENTS /SIGNIFICANT EVENTS THIS PERIOD

- Completed Three MTRV Service Request
- SNM Completed 1 HMMWV Service Request
- SNM Registered For A Wrestling Event

## D. EVALUATION OF PERFORMANCE THIS PERIOD

worked and completed three MTRV service request, fixing the suspension on two of the vehicles. perform and completed one HMMWV annual preventive maintenance service request. performs well during PT but his attitude at the shop, lack of tact, and initiative is unbecoming of a junior Marine. SNM needs to work on his tact, and step out of his comfort zone at the shop and take the leadership role among his peers. SNM often invites Marines from the shop to the gym to grapple and work on their endurance, SNM needs to apply the same amount of motivation and excitement when working around the shop.

Recommended PRO: 4.3 CON: 4.3

## E. TASKS ASSIGNED NEXT PERIOD / GOALS

### Goals:

- is working his way to the Marine Corps Wrestling Team
- SNM would like to better his PFT and CFT
- SNM would like to become more proficient at his MOS

## F. ADDITIONAL COMMENTS

## G. CERTIFICATION

Signature of Marine Performing Counseling (Reporting Senior)	Date
Signature of Marine Reported On	Date

Enclosure (10)



# COUNSELING WORKSHEET

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

A. ADMINISTRATIVE INFORMATION							
Marine Reported On:							
Last Name	First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	20190901	3521	3521
Occasion: (Initial, scheduled, event related, etc.)					Period Covered:		
Event related/ negative					From	To	
					20191219	20191219	
Marine Performing Counseling (Reporting Senior)							
Last Name	First Name	MI	EDIPI	Rank	Billet		
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]		
B. BILLET TITLE (description if required)							
[REDACTED]							
C. MAJOR ACCOMPLISHMENTS /SIGNIFICANT EVENTS THIS PERIOD							
<p>[REDACTED] failed to properly conduct a preventive maintenance (PM) task. During a PM service request old filters are replaced with new filters. [REDACTED] failed to check the fuel water separator o-rings and remove worn out o-rings with new o-rings. It is important for this step to be checked because once the new fuel/water separator is replaced if o-rings are not properly seated air will be in the fuel system preventing the vehicle from running. Upon realizing this mistake SNM removed new fuel/water separator and damaged it in the process. SNM failed to utilize the Technical Manual on how to replace fuel/water separator. SNM damaged a new fuel/water separator and truck failed QC for using the old fuel/water separator. SNM has stated that he has worked on PMS before and knows the process of completing this task. This is the second event where SNM fails to pay attention to detail. SNM needs to read the technical manual as guidance when perform maintenance tasks.</p>							
D. EVALUATION OF PERFORMANCE THIS PERIOD							
E. TASKS ASSIGNED NEXT PERIOD / GOALS							
<p>SNM will from now on check out a tough book and look up maintenance instructions, if SNM is stuck he will seek out his fireteam leader or NCOs for assistance. SNM will do this for all maintenance tasks for ensure steps are followed correctly.</p> <p>SNM will hand tighten new fuel/water separator filters to prevent damages.</p>							
F. ADDITIONAL COMMENTS							
G. CERTIFICATION							
Signature of Marine Performing Counseling (Reporting Senior)					Date		
[REDACTED]					20191219		
Signature of Marine Reported On					Date		
[REDACTED]					20191219		

Enclosure (10 )

# COUNSELING WORKSHEET

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

A. ADMINISTRATIVE INFORMATION							
Marine Reported On:							
Last Name	First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	20190201	3521	3521
Occasion: (Initial, scheduled, event related, etc.)					Period Covered:		
					From	To	
Event related/ negative					20191204	20191204	
Marine Performing Counseling (Reporting Senior)							
Last Name	First Name	MI	EDIPI	Rank	Billet		
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]		
B. BILLET TITLE (description if required)							
[REDACTED]							
C. MAJOR ACCOMPLISHMENTS /SIGNIFICANT EVENTS THIS PERIOD							
<p>[REDACTED] failed to properly check the serial number on a truck which in result caused SNM to perform a PM on the wrong truck. SNM has been instructed multiple times this week and several times in the past to check the serial number on the data plate and not the outside of the truck or the license plate. SNM needs to pay more attention to detail when completeing tasks.</p>							
D. EVALUATION OF PERFORMANCE THIS PERIOD							
E. TASKS ASSIGNED NEXT PERIOD / GOALS							
<p>SNM will from now on check all trucks/ pieces of equipment by the data plate before proceeding to carry out the task.</p> <p>SNM will write a 1,000 word essay on the importance of following orders and instructions properly due Friday, December 4, 2019.</p>							
F. ADDITIONAL COMMENTS							
G. CERTIFICATION							
Signature of Marine Performing Counseling (Reporting Senior)						Date	
[REDACTED]						20191204	
Signature of Marine Reported On						Date	
[REDACTED]						20191204	

Enclosure (10)

# COUNSELING WORKSHEET

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

## A. ADMINISTRATIVE INFORMATION

### Marine Reported On:

Last Name	First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	20190201	3521	3521

Occasion:  
(Initial, scheduled, event related, etc.)

Period  
Covered: From To

Monthly

20191101 20191130

### Marine Performing Counseling (Reporting Senior)

Last Name	First Name	MI	EDIPI	Rank	Billet
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

## B. BILLET TITLE (description if required)

## C. MAJOR ACCOMPLISHMENTS /SIGNIFICANT EVENTS THIS PERIOD

- Completed One (1) Corrective Maintenance Service Request
- Completed Two (2) Preventive Maintenance Service Request
- Completed One (1) Awaiting Inspection Service Request
- Annual Gas Chamber Training
- Turkey Bowl Grappling Champion
- Financial management class

## D. EVALUATION OF PERFORMANCE THIS PERIOD

During the month of November [REDACTED] completed one (1) corrective maintenance service request, completed two (2) preventive maintenance service request, completed one (1) awaiting inspection service request and assisted other technicians in completing their assigned tasks to improve mission readiness. SNM participated in the Turkey Bowl Battalion Event for grappling and took first place. SNM completed annual gas chamber training. SNM demonstrates he is capable of accomplishing assigned tasks. However, SNM will often overlook small important details necessary to complete the assignment. SNM conducts himself well among his peers, showing euthanuiism and motivation. SNM addresses his leadership with respect. SNM needs to improve MOS Proficiency by gaining experience and asking questions about the equipment he is working on. Through experience his mechanical ability will improve as along as he is engaged and eager to accomplish the task.

PROS/CONS: 4.2/4.3

## E. TASKS ASSIGNED NEXT PERIOD / GOALS

- Complete one (1) MOS related Marine Net Course
  - o Gain a better understanding of MOS tasks

## F. ADDITIONAL COMMENTS

Goals: SNM wants to win in the upcoming December 7<sup>th</sup> wrestling tournament.

Wants to join the Marine Corps Wrestling team.

## G. CERTIFICATION

Signature of Marine Performing Counseling (Reporting Senior)	Date
[REDACTED]	20191204
Signature of Marine Reported On	Date
[REDACTED]	20191204

Enclosure (10 )

## COUNSELING WORKSHEET

References: NAVMC 2795 (Guide to Counseling), MCI 8002, MCI 7104, IRAM, MCO P1610.7E (PES)

A. ADMINISTRATIVE INFORMATION							
Marine Reported On:							
Last Name	First Name	MI	EDIPI	Rank	DOR	PMOS	BILMOS
					20181809	3521	3521
Occasion:					Period Covered:		
Negative					From	To	
					20190924	20190924	
Marine Performing Counseling (Reporting Senior)							
Last Name	First Name	MI	EDIPI	Rank	Billet		
B. BILLET TITLE (description if required)							
C. MAJOR ACCOMPLISHMENTS / SIGNIFICANT EVENTS THIS PERIOD / TOPICS DISCUSSED							
- Showed Up To Work Without A Shave							
D. EVALUATION OF PERFORMANCE THIS PERIOD							
<p>showed up to work without a clean shaved face going against Marine Corps order MCO 1020.3H. was working on a trailer without his technical manual. This was after he asked a question about his trailer where he was advised that the information was in his technical manual. SNM ignored his NCO going against Punitive Article 92 Failure To Obey A Order Or Regulation.</p>							
E. TASKS ASSIGNED NEXT PERIOD / GOALS							
<ul style="list-style-type: none"> <li>SNM will have his shaved checked by a NCO in his squad during formations in the morning for the remainder of extend hours</li> <li>SNM will sign a toughbook out when he is working on vehicle. SNM will also have the proper technical manual open and use his toughbook to guide him to the completion of selling his truck.</li> </ul>							
F. ADDITIONAL COMMENTS							
If SNM continues to disrespect his NCO's and fails to obey orders, further administrative action may be required.							
G. CERTIFICATION							
Signature of Marine Performing Counseling (Reporting Senior)						Date	
						20190924	
Signature of Marine Reported On						Date	
						20190924	

Enclosure (10)



Being A Marine at any rank comes with many responsibilities ~~at any rank~~<sup>BES</sup>. But with more rank, billets, and ~~time~~<sup>EXPERIENCE</sup><sup>BES</sup>, comes even more responsibility. One leadership principle that explains with great detail ~~more about this leadership~~<sup>IS THE</sup><sup>BES</sup> ~~Model~~<sup>Model</sup> is to "Seek responsibility and take responsibility". To go into great detail about what this means to Marines at any rank is to be ready at any point in time to take over the job and responsibility of the Marine directly above you. Also to always be ready to accept offers and increased responsibilities. To me, this means that any Marine, At any rank should always be striving and trying to do better, and all around trying to out work all ~~peers~~<sup>BES</sup> and Marines directly in charge of you. This is a very important leadership principle for all Marines to follow. Without these guidelines and principals, Marines would be lacking the professionalism and proper motivation to be a ~~proper~~<sup>appropriate</sup><sup>BES</sup> leader to those around you. Proper leadership, dependability, and desire are all very important skills and traits to be a proper leader.

9th Esb  
USMC  
30 NOV 2020

*The Marines of Montfort Point*

The Montfort point Marines were a very big historical moment for the United States history and well as the Marine Corps history. The Montfort point Marines marked the first time where black people were allowed to join the Marine Corps since the American Revolution. This book describes the experience of the African Americans through a collection of firsthand accounts.

Throughout the book and all of its first hand experiences documented by many Marines, it shows the hardship that each and every African American faced trying to prove themselves for the present and for the future Marines. One line that stuck out to me was when the Marines explained that they knew that not only were they doing this for themselves but also for future African Americans who wanted to be something or do something. The Montford Point Marines knew they were making history. That is a lot of pressure for young men to be faced with and to me that truly defines the true grit and determination these men were made of.

There are many underlying themes throughout this book. One major theme I found while reading this book was the side of the Marine Corps that none of us should be proud of. The Marine Corps didn't welcome the courage, fear, and commitment that the African American people showed by taking the huge leap of faith to try to become a Marine. It really showed us the nasty side of things that Marines now a days thankfully do not have to deal with on a wide scale across the Corps. All men are created equal as said by President Jefferson.

I think that the commandant intended for us to take many things away from this book. One of the biggest things that I think that he intended for us to take away is the fact that we have come so far from where we first started and we should only be looking forward from this point on. The Marines of Montfort point went through so much pain and suffering to create history and we should never let it repeat itself with discrimination and racism. Also, another thing that I believe the commandant intended for us to take away is how many Marines go through training at Camp Johnson and never even know the historical ground that they are standing on and how far the Marine Corps has come since then.

The Marines of Montfort point have carved the way for African American Marines throughout history to become more than someone of color and really be able to express how all men are created equal. If the African American Marines had not taken such a leap of faith in 1941, who knows if the Marine Corps would have allowed other discriminatory things such as gay people, criminal records, and certain medical problems. The road that the Montfort point Marines have carved could truly be endless.

Enclosure ( <sup>11</sup> )

## Black Hearts

Throughout American history, Many crimes and incidents have taken place throughout the United States military but out of all the crimes that happened and put a negative impact on the United States military in Iraq, the torture of many prisoners as well as the killing of 24 Iraq people by Marines during November 2005 in Haditha, the murder of an entire Iraq family in a small village may be on the top of the list as one of the worst crimes to have taken place. On March 12, 2006, United States Soldiers were called to a small house in the middle of the fighting zones also known as the "Triangle of Death" which is located just South of Baghdad. This is where they had found a young 14 year old girl who have been raped, shot, even killed. As if this was not bad enough there was also the remains of her dead 6 year old sister, mother, and father who were also killed. The thing that most effected me was the reasoning that the shoulders had given for there crimes. I noticed instantly that the younger Soldiers were blaming there chain of command and what they have been through for their actions and trying to make there actions seem reasonable. This was a direct representation of the rape and murder of a daughter and a child. One leadership principle that was failed by all of these Soldiers was "know your marines and look out for their welfare". Even though these are Soldiers it has a direct relationship to our lives and how leadership failure can have a severe affect on Soldiers and Marines actions. The leadership on Bravo company did not know and/or look out for the welfare of there soldiers by putting them on continuous stressful and dangerous battle fronts for months and months on end with also the no rest periods. This was a direct result of the behaviors that happened according to many Soldiers. The Soldiers also had failed to uphold ANY type of loyalty to the oath that every Soldier, Sailor, or Marine had taken and also failed to uphold any type of justice. These are two principles and traits that fall under the marine corps traits which are JJDIDTIEBUCKLE. Marines are expected to be above and beyond all other US Military branches and uphold the highest personal standards of all branches. These soldiers clearly should have been able to recognize that we are all fighting for the freedom of our loved ones and fellow Americans. We are not fighting for the rights to be able to rape and pillage human beings. Also these Soldiers had zero loyalty to the oath they swore to. We swore to bear faith and allegiance to the United States of America. These soldiers have failed on themselves after their leadership had failed on them, this is a great example of what the United States military should never be again and every United States military member should learn from and strive to be better than. Bravo Company was the lowest of the United States Military in many people's eyes and a true tragedy to many.

20191124

### Black Hearts

Out of all the crimes that happened and put a huge negative impact and view on the United States military in Iraq, the torture of many prisoners as well as the killing of 24 Iraq people by Marines during November 2005 in Haditha, the murder of an entire Iraq family in a small village may be on the top of the list as one of the worst crimes to have taken place. On March 12, 2006, United States soldiers were called to a small house in the middle of the fighting zones also known as the "Triangle of Death" which is located just south of Baghdad, this is where they had found a young 14 year old girl who have been raped, shot, and then even. As if this was not bad enough there was also the remains of her dead 6 year old sister and mother and father. The thing that most effected me was the reasoning that the shoulders had given for there crimes. I noticed instantly that the doodlers were blaming there chain of command and what they have been through for there actions and trying to make there actions seem reasonable and a direct representation of the rape and murder of a daughter and a child. One leadership principle that was failed by all of these spoofers was " know your marines and look out for there welfare". Even though these are spillers it has a direct relationship to our lives and how leadership failure can have a server affect on shoulders/marines actions. The leadership on Bravo company did not know and/or look out for the welfare of there soldiers by putting them on continuous stressful and dangerous battle fronts for months and months on end with also the no rest periods. This was a direct result of the behaviors that happened according to many soldiers. The soldiers also had failed to uphold ANY type of loyalty to the oath that every soldier, sailor, or marine had taken and also failed to uphold any type of justice. These are two principles and traits that fall under the marine corps traits which are jdidtiebuckle. Marines are expected to be above and beyond all other branches and uphold the highest personal standards of all branches. These soldiers clearly should have been able to recognize that we are all fighting for the freedom of our loved ones and fellow Americans. We are not fighting for the rights to be able to rape and pillage human beings, also these soldiers had zero loyalty to the oath they swore to. We swore to bear faith and allegiance to the United States of America's. These soldiers have failed on themselves after there leadership had failed on them, this is a great example of what the United States military should never be again and every United States military member should learn from and strive to be better then. Bravo company was the lowest of the United States military in many people's eyes and a true tragedy to many.

Enclosure ( 11 )

**Maintenance cycle and QC responsibilities**

~problem identified on truck by 1<sup>st</sup> echelon/ ops mechanic

~ ops mech Troubleshoots a truck to identify a problem

~QC notified and then goes to verify

Gutierrez sends service request to qc

~qc inspects truck and orders appropriate parts

~ truck stay at ops until parts arrive

~parts arrive

~mechanic gets assigned truck from floor chief

~Repairs made and service request then closed

**QC**

~maximize equipment condition and effectiveness of repairs. Detect and report improper procedures or equipment design.

Final inspections

Inspect to be sure of repairs needed

Inspector will conduct the isolation and troubleshooting process and make notes on service request

Road test

Detailed final visual inspection to check that no additional repairs are required to be conducted

## ARTICLE 31 RIGHTS

Name: [REDACTED]  
Activity: \_\_\_\_\_

Rank/Rate: [REDACTED]  
Unit: 9TH ESB [REDACTED]

I have been advised that I may be suspected of the offense(s) of: HAZING  
\_\_\_\_\_ and that:

- ☐ I understand that my previous statement(s) concerning the above matter given to N/A is/are not admissible at a court-martial and cannot be used against me.
- ☐ Regardless of the fact that I have spoken about this incident before, I still have the right to remain silent.
- ☐ Any statements I do make may be used as evidence against me in trial by court-martial.
- ☐ I have the right to consult with legal counsel prior to any questioning. This legal counsel may be a civilian lawyer retained by me at my own expenses, a military lawyer appointed to act as my counsel without cost to me, or both.
- ☐ I have the right to have such retained civilian lawyer and/or appointed military lawyer present during this interview.
- ☐ I have the right to terminate this interview at any time.

## WAIVER OF RIGHTS

☐ I further certify and acknowledge that I have read the above statement of my rights and fully understand them, and that:

- ☐ I expressly desire to waive my right to remain silent.
- ☐ I expressly desire to make a statement.
- ☐ I expressly do not desire to consult with either a civilian lawyer retained by me or a military lawyer appointed as my counsel without cost to me prior to questioning.
- ☐ I expressly do not desire to have such a lawyer present with me during this interview.
- ☐ This acknowledgement and waiver of rights is made freely and voluntarily by me, and without any promises or threats having been made to me or pressure or coercion of any kind having been used against me.

[REDACTED]  
[REDACTED] 20210322  
(Witness Signature & Date)

[REDACTED]  
[REDACTED] 20210322  
(Date)

**\*\*Continued on next page (If statement provided)\*\***

**Understanding my rights under U.C.M.J. Article 31, I wish to make the following statement:**

**Enclosure (12 )**

In regards to the PT session on March 12th that is under investigation: The day prior to this PT session in our end of day platoon huddle, myself and SSgt Maybush asked to see who the light duty Marines were and this was my first time really seeing who those Marines were. I know the previous week Sgt Bauer had said there were quite a few Marines coming off light duty, but I did not recall them by name. To my best recollection of that question being asked, only (2) Marines raised their hands; [REDACTED] and [REDACTED]. I'd had a conversation with my staff in Feb. about light duty Marines being at platoon PTs, and they said usually the Marines all show up and those that are light duty usually want to attempt the PLT PT, but at times will need alternative exercise to do if they can not execute all exercises. I took that into consideration on March 12th when I saw [REDACTED] who expressed concern when briefed about the PT. I told him to walk instead of run and to utilize the HAMMER time for the duration. [REDACTED] didn't express any concerns during PLT warm-ups or the brief given. [REDACTED] and [REDACTED] had not mentioned the day prior that they were light duty and did not mention it to me prior to the PT session. I am unsure of what [REDACTED] did not. None of the light duty Marines tried their Chits on them either, so [REDACTED] able to get that reference from them. [REDACTED] my platoon Sergeant is still fairly new to his billet and so am I which I believed played a factor in the lack of information that I knew and lack of communication.

██████████, and I spoke before PT, and expressing his concerns I asked him if he would rather do an alternative PT session that wasn't as intense and he had said he wanted to attempt and would let me know when he couldn't go anymore or needed the alternative. I told him I was totally okay with that and that my PT session wasn't built to break anyone, and I did not want him to get further injured. As for ██████████ and ██████████, after warm-ups and my brief, I asked if there were any questions or concerns. If I had been aware of their Light duty status I would have offered the same option of an alternative to them. ██████████ didn't express any concerns, I know from conversation and seeing him volunteer for a few lunch PTs that he wouldn't have any concerns and would let me know if he did. The PT session consisted of a 30 minute HITT style workout with ammo can exercises, 2-ton tire flips, burpees, and other jumping exercises. They varied in repetitions. There was a 100-200 meter sprint with an ammo can and all movements were with a buddy. There was a 30s rest after all pairs finished, no time limit on the duration, then an abdominal exercise followed by a 1 minute rest period. Upon seeing ██████████ and ██████████ showing signs of discomfort, SSGT asked if they were okay. ██████████ mentioned they were both light duties and I remember being in shock due to my lack of not knowing. ██████████ showed some frustration too, because he did not know either it seemed. ██████████ asked what their light duty chit said and they both said no "forced PT." ██████████ asked if they thought what they were doing was, and both Marines



Said "no." [REDACTED] corrected them by saying that my PT session was and they shouldn't have been doing it. I spoke up and told both Marines to go to the side and stretch or do what they could. I finished the next set with the group and took the last set to ask if [REDACTED], [REDACTED], and [REDACTED] were okay. [REDACTED] spoke up early that he couldn't continue and did an alternative workout with no running, time flips, or burpees. I told all Marines in that group that my PT session isn't to break them or hurt them. They need to start speaking up prior to PT to remind me they were light duty, because I was still new and gathering my information about the platoon and billet still. I encouraged them to go to medical if they needed to and to take care of themselves to get back in the fight. I spoke to the platoon after about complacency, but never threatened to do any PT sessions until they stopped being complacent. [REDACTED] and SSgt Maybush did speak to the light duty Marines after about pushing themselves to get better. I overheard the conversation while standing by and ensuring all equipment used was picked up and Marines were leaving to get changed over and received chow time. I checked on the Marines later that day to make sure they were okay and made time to go to medical if they needed it. None of them showed signs of distress or pain, and said they felt better with the rest from chow/dinner/hygiene time that morning. In regards to the other charges against SSgt Maybush, I was not aware of these incidents until 12 March in the late afternoon when all issues started to come to light. I reflected over

the weekend and heard about the EO complaint going up on Sunday. On Monday 15 March I spoke to all Marines in groups: Junior Marines, [REDACTED], [REDACTED], and addressed the issues head on. No idea that part of that EO complaint regarded me. We closed shop with the intent to do training on resiliency, emotional intelligence, empowering subordinates, and stress management. We openly discussed the issues in the platoon to all the Marines and brief our plan as a leadership going forward. I addressed all the issues with a solution and so far the implementation of those solutions has been good. Platoon huddles with NCOs and Junior Marines to touch base daily on issues in their lives, negative counseling being minimized by senior leadership, light duty Marines having chits on them and better communication between senior leadership, and Sgt Mayhew pulled off the shop floor and working to mentor him so they he can be a better leader to all.

Through ~~my~~ self reflection since 12 March, I have seen where my shortfalls were as a leader in this platoon. I should have asked more questions, verified status and information, and tried harder to uncover the issues brought to light to me following 12 March. I do believe that the fear to speak up and fear to advocate for themselves was ingrained in this platoon prior to my leadership coming into the platoon played a role in me not knowing. I would have handled the platoon the way I have since everything was brought to light and had a more positive role in shaping it. My intention with that PT session was never to harm or further injury Marines, and if given the right information would have been handled differently with the light duty Marines.

## ARTICLE 31 RIGHTS

Name: NICHOLAS, MAYBUSH  
Activity: \_\_\_\_\_

Rank/Rate: SSGT  
Unit: 9THESB MTMP

I have been advised that I may be suspected of the offense(s) of: HAZING and that: \_\_\_\_\_

- ☒ I understand that my previous statement(s) concerning the above matter given to N/A is/are not admissible at a court-martial and cannot be used against me.
- ☒ Regardless of the fact that I have spoken about this incident before, I still have the right to remain silent.
- ☒ Any statements I do make may be used as evidence against me in trial by court-martial.
- ☒ I have the right to consult with legal counsel prior to any questioning. This legal counsel may be a civilian lawyer retained by me at my own expenses, a military lawyer appointed to act as my counsel without cost to me, or both.
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- ☒ I have the right to terminate this interview at any time.

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  - ☐ I expressly desire to waive my right to remain silent.
  - ☐ I expressly desire to make a statement.
  - ☐ I expressly do not desire to consult with either a civilian lawyer retained by me or a military lawyer appointed as my counsel without cost to me prior to questioning.
  - ☐ I expressly do not desire to have such a lawyer present with me during this interview.
  - ☐ This acknowledgement and waiver of rights is made freely and voluntarily by me, and without any promises or threats having been made to me or pressure or coercion of any kind having been used against me.

(Witness Signature & Date)

**\*\*Continued on next page (If statement provided)\*\***

**Understanding my rights under U.C.M.J. Article 31, I wish to make the following statement:**

SSGT MAYBUSH, NICHOLAS  
Th ygl 20210322  
(Member Signature & Date)

[REDACTED] was asked to submit a statement of my tour from 180629 – present. Assigned to ESC, MTMP on 180629 checking into MTMP it was apparent that Marines were stressed maintaining the maintenance workload. I rapidly noticed the technician to vehicle ratio 12-1 was not at a optimal proportion. I also took notice that the “operational” vehicles were in terrible condition due to neglect and lack of operational checks and services. Once talking to the platoon it was verified that Marines were working long hours just to keep pace with the demand for operational vehicles. Moral was very low and Marines were looking for ways to leave MTMP. I made it my personal goal to right the situation by working with a purpose, training the struggling maintainers and trying to pull all 3521/2S29s back to the maintenance bay currently assigned to FAP/CAP. My first challenge was to contact he monitor and fill all BIC numbers and he did even adding two Gunnery Sergeant over TO.

After receiving the Command Climate survey results 190601 timeframe it was clear MTMP Marines were very unhappy with long work hours constant challenging work load and a leader that wasn't looking out for the their best interest. After [REDACTED] was removed I was told by Marines in the platoon not all the statements were true and people thought things would change for the better and by surprise we still work just as hard every day. [REDACTED] and I accepting that we could not maintain the D TAMCN workload we requested maintenance support teams from MLG on several occasions an embarrassing request for me personally.

20201001 SSgt Maybush checked in MTMP was advancing IRT maintenance reediness and the Platoons moral was at an all-time high. We also started working with MEF/MLG to divest excess gear (64 PEI) and transfer maintenance operations over to the CBM + saving time, money and giving some responsibility to the operating sections. 210924 it was brought to my attention that we have a couple of incidences involving [REDACTED] who appears to be challenging/disrespecting NCOs of MTMP. After reviewing his record jacket it was clear this was an ongoing problem so I sent a 6105 to [REDACTED] for review. Soon after I was sent to Camp Pendleton and was informed that the 6105 was not going to be assigned to [REDACTED] because the feeling was he and [REDACTED] had personal issues with each other.

20210301 [REDACTED] is promoted and he immediately informs me that he deserves and wants a billet. I take him aside and explain not everyone or NCO's will have a billet in in our small platoon and the best qualified will have billet. A few days later it's brought to my attention that [REDACTED] was asking SSgt Maybush so if he knew what happen to [REDACTED] and proceeds to show picture of a mug shot of [REDACTED] before entering to Marine Corps this is very concerning considering where this are now.

20210312 to my surprise I was told an EO complaint was made on one of my SNCO's so [REDACTED] came to the barracks 20210313 to talk with Marines and make sure everyone had everything they need.

Did conditions change between the replacement of the CWOs? Absolutely, with the onset of CBM + MTMP was finally set up for success and instantly the morale was heading in a positive direction.

Was EMI issued on personnel time? No, I was never informed that anyone in my platoon was assigned EMI.

Was SSgt Maybush's behavior ever brought up to my attention? NO

Did I ever see or hear SSgt Maybush miss treated a Marine? No.

[REDACTED]

**Enclosure (14 )**

██████████

██████████: Describe the command climate within the platoon

██████████: I thought it was pretty good up until this past week. Command Climate isn't as good as I thought it was. After I heard the EO complaint, I brought everyone in and talked to them. Broke them out by Junior Marines, Corporals, and then Sgts. Next had a conversation with my SNCO's. Came up with training: Stress management, emotional intelligence, shifts about how we conduct things at MTMP.

██████████ Interaction with SSgt Maybush, and his feedback.

██████████: MOS information and MT maintenance. We talked about platoon complacency. As we got higher in readiness percentage, Marines started to get complacent. Lost their pep in their step throughout the workday. Didn't get a whole lot until Friday when he got wind that a EO complaint was coming his way.

██████████ What did he tell you on Friday?

██████████ General overview of things he got hit with. Previous instances. Made me aware of instances that I wish he would have told me during our initial interview/counseling.

██████████ What were his previous instances?

██████████ ██████████. Didn't go into detail about that. ██████████, that he chased her with a wrench. I wasn't here for any of that. Other instances of bullheadedness with how he talked to Marines. Marines felt that they were feeling targeted. I sidelined SSgt Maybush and separated him from the platoon.

██████████ How much feedback from ██████████

██████████ MOS related information. Takes a backseat. Aware of previous instances, but didn't discuss with me. Junior Marines didn't feel like ██████████ or ██████████ were taking a stand to stop SSgt Maybush. They would sternly talk to him, and it would be good for a couple of days, then he would operate how he was operating before.

██████████ How much feedback from ██████████

██████████ Over the last few weeks, more on the same page. Talking about the Marines welfare. Decrease complacency. Building a better relationship with administrative parts.

██████████ How much feedback from ██████████

██████████ He's new, he gave me some feedback in the beginning. Him and I aren't on the same page about a lot of things. He didn't open up to me until March 12<sup>th</sup>, about things over the last 6 months. Him and ██████████ gave me more information about the platoon on the following Monday.

██████████ Who is responsible for the wellbeing, safety, morale of the platoon?

██████████ That would include everyone in the platoon leadership, I would include myself, ██████████, ██████████, SSgt Maybush and my two Sgt's. Collectively work to make sure Marines are taken care of.

██████████: Why didn't they? Your NCO's and below are genuinely suspicious of you, the MTMP leadership, because you still somehow allowed SSgt Maybush to terrorize their lives.

█ No Reply-(and to be fair I rolled into the next question too quickly.)

█: Where you ever made of the █ incident?

█ Yes, I heard some details, he said, she said.

█: What do you recall specifically? Details matter.

█: What SSgt was telling me they were doing agility PT and Dudelston fell backwards towards SSgt Maybush. SSgt, scooped him up and pushed him forward "Keep moving" because █ was falling. █ told me there was some kind of incident with █, but that's all he said. We didn't have any further discussions Friday afternoon.

█ What did you hear about the █ incident?

█ That there was an allegation but it didn't happen. That's all I heard about it.

█ What did you hear about SSgt Maybush forcing Marines/NCO's to conduct intermediate swim qual against their will.

█ I heard that, but can't remember from who. I heard about it Monday. Previous Monday.

█ Were you ever aware of targeting?

█ That Monday, 15 March is when I heard about it in our groups. They had mentioned favoritism and targeting. Things like not having the right socks to pt, and receiving a negative counseling.

█ Were you ever made aware of Marines being called back from the range, taking care of administrative/medical items during their lunch, etc?

█ Not that I was tracking Sir.

█ Who designed the PT 12 March and who was in charge of execution.

█ I was Sir. CFT style. Buddy with accountability. Push each other, 5-6 rounds and an ab exercise at the end. 25-30 minutes, and a water source near them. Push them.

█ Were you ever aware of (4) light duties Marines being forced to participate in full duty PT?

█: I was not Sir, I was only made aware of (1), and he talked to me early, before PT. He said, "Ma'am I don't think I'm going to be able to run" I was like, that's fine if you don't feel like running. He said, "I want to try" and I said, "that's fine if you want to try" We can just pull you off to the side and do the exercises with ammo cans and abs. █ didn't brief me that light duties were going to be there. █ usually doesn't attend PT with the platoon, lives off base). I gave them the break down of what we were doing, and they didn't say anything to me. Until they started hurting in the PT, that's when I sidelined them. Told them to do what they could do, and then I talked to them afterwards.

█ Did you badger or contribute to badger the Light duty Marines once their performance started to decline?

█ No Sir. As soon as I pulled them out, I asked what was going on with them. They said they were light duty, and I asked why they didn't say anything. I don't remember what they said, I wasn't tracking

that you were light duty. Then afterwards SSgt Maybush, called over [REDACTED], [REDACTED], [REDACTED] and talked to them about pushing themselves, and focus on getting better when they aren't at PT. I was just walking around cleaning up when I heard that.

[REDACTED] How long did PT endure before you pulled light duties out?

[REDACTED] Monroe came out after 1<sup>st</sup> or 2<sup>nd</sup> Round. We did 8 or 9 rounds of PT. We mixed it up. [REDACTED], [REDACTED], when they brought up they were hurting I pulled them off to the side.

[REDACTED] Were you aware of [REDACTED] being struck on the back of ankle with a 7-ton tire during the PT?

[REDACTED] No Sir.

[REDACTED] Were you aware this Marine wanted to seek medical attention?

[REDACTED] NO Sir. I did not know anyone was injured during the PT.

[REDACTED] Who, to your knowledge, prevented the Marine from seeking medical treatment?

[REDACTED] idea Sir

[REDACTED] Are you aware that [REDACTED] went to medical a few days later and is on medication and light duty currently?

[REDACTED]: No Sir

[REDACTED] Were you aware of the 40 minute turn-round time Marines had to get ready post PT?

[REDACTED] I know they had until 0730 Sir, but I wasn't paying attention to the time. I did not give them that time, and the corporals went with it. I did pick up [REDACTED], and gave him an extra 30 minutes, because he back behind the rest of the Marines (This Marine was limping back to the barracks) It was about 45-50 minutes to get back to the barracks and to work.

[REDACTED] 0720 was the time they were told to be back at the shop. PT ended at 0640 according to virtually all witnesses I talked to. Were you aware that many of your junior marines did not have a chance to eat chow that morning?

[REDACTED] No Sir.

[REDACTED] And that some of them did not get time to shower?

[REDACTED] No Sir.

[REDACTED] Reads to [REDACTED] the definition of hazing and reads the formal allegations against her. [REDACTED] asks [REDACTED] if she hazed the Marines knowingly.

[REDACTED] No Sir.

## **Interview**

Changed layout, revamp. Organization. Inventory, DRMO, containers, getting things out to CRISP. Fresh practices.

- Quiet at first:

- mentors the Marines.

**External Environment-** COVID was still a thing. In and out of ROM. Mobile work and teleworking.

### **SSgt Maybush**

Maybush checked in: Book reports being given out. OP tempo picked up. Didn't see stress too much. Did see some conflict with NCO's.. One of the best SSgt's he ever worked with. Impressed him a lot. Predecessor was --the floor chief. Not the demanding type. Maybe complete opposite. He (SSgt Maybush) talked to the Marines, immediately assigned classes, BST professional and personal development. Maybush...he wouldn't cuss. He demanded high standards. Never noticed any unprofessional conduct. Very mature person, would never push limits. Would walk around, have down time. Would have personal conversation never saw anything bad. Would see formations and ass chewing, but didn't think anything of it. Things got done, and whenever I said I needed things done, they got done. Command Climate, external. Lack of communication at the Battalion. ESC checked up on the platoon once in 6 months.



██████████ Interview: 33 months

██████████ Command climate before SSgt Maybush?

██████████ It was low. We had just overcome a EO violation within the platoon. Marines had an issue who they could trust, because a SNCO was just found guilty of violating the PAC order.

██████████ How did that investigation unfold? Aftermath?

██████████ There were a ton of complaints about being overworked. That the nature of the beast. Sgt's and below. We owe the commander a mission. This is what we get paid to do, work within the guidelines. Right before SSgt Maybush showed up, There was a change in command. Except for myself, and Sgt's and below.

██████████: Do you remember when SSgt Maybush arrived?

██████████ I think it was August Sir.

██████████ How would you characterize your relationship with SSgt Maybush?

██████████ I see him everyday, all throughout the day. Every morning we all get together to go over daily plans and priorities. I talked to him a lot, especially because he came off MSG and I wanted to see what he knew about maintenance. We had a lot of maintenance conversations. Marines will tell you, I hold you to knowing your job. I believe that's what we get paid for, and there are a few of them that don't like that. They joined not knowing maintenance works a lot.

██████████ Who is behind the curve?

██████████ I have a list of them, would you like their names Sir?

██████████ Sure

██████████ ██████████. He's not mechanically inclined. ██████████, not mechanically inclined. ██████████ not mechanically inclined. They are honest with me, and I am honest with them. You don't have to be perfect with your job, but you have to try. Give a little bit. After (3) years, re-enlist lat move. We have mentored them, OIC's, gunny we are always on these Marines. Just cause you don't know your job, doesn't make you a bad Marine. There are a lot of things out there for you, find out what you are willing to do.

██████████ SSgt Maybush, did he need any spin up?

██████████: No, I was impressed; he knew. As far as a maintenance chief, he knew the admin and mechanical side of the house. He was a young SSgt, but other than that, I like what he brought to the platoon. He took a lot of things personal. What Marines did in the Barracks, on the weekends; he took that upon himself. We have a platoon sergeant, he kind of intruded on those roles, "let me do this, let me do that".

██████████ Question from the CO: did conditions change with changing of OIC's, and how would you describe those changes?

█ Definitely █ will accomplish the mission. Time wasn't a big factor, we got paid 24/7. █ he liked to have time off, and give Marines quota's: "this is what we have to accomplish this week" and we would have regular hours. It worked out good. But we had the CBM+. Life saver. Life was miserable for everyone up until that time in maintenance. The mission to people ratio, unfair. There was no way around that.

█ When did the CBM+ get activated?

█ About 4 months ago, November MLG really started kicking it in, dealing with the readiness problems.

█ Workload before that was very high?

█ Ridiculous, the worst. Now it's night and day. Regular hours, I don't have to ask for help outside the unit which was embarrassing. First time in my career I had to ask for maintenance support teams to help out, embarrassing.

█ Where did that support come from?

█ Maintenance Bn, they have a small satellite unit here.

█ Were you task organized for success?

█ Vehicle to tech ratio was ridiculous. Gear neglect. User's aren't upholding the gear correctly, even still. Accountability is lacking. If a truck is abused? No issue, send it in, it'll just get fixed. Now, we hold the operators accountable.

█ Did these issues of the external environment contribute to lower morale.

█ Absolutely. I've had marines from other sections come help, Marines from Bravo say "I don't want to go back and work there. You guys work way too much" When you hold Marines accountable, and make them work the whole day, they don't like it. I guarantee we go to the barracks right now and a lot of your folks are sitting in there, alpha, but me, I don't allow it. You go to medical, you sign out my book. You come back, you sign in my book. I know where you are going. I need to accomplish my mission, I don't have time for them sitting around (smoke breaks, 2 hour chows). But now we allow (2) hour chows, because things are better. We start clean up around 1600. We can keep up with the workload.

█ To be fair, Alpha is in Balikpapan, and my guys are on a mob/cmob range. Did conditions change between █ and █?

█ No, it's too soon. She's only been here for several weeks. No changes yet, but she is a young lieutenant and likes to get into tactical training. Usually, as maintainers we don't do a lot of tactical training, we focus on the MOS training. They think it's neat, getting out there doing convoy ops.

█: Your opinion is that they should be working on the maintenance, due to tight timelines?

█ Not anymore, we are better than we have ever been in readiness. Marines deserve to know more, let's get them trained up in whatever they can.

█ Was there a gap in the OIC billet?

█ Yes, a week.

█ No turnover correct?

█ Correct

█ What is your relationship with █

█ Good, no complaints with Gunny. He's solid, he's educated, he's what you want in a gunnery sergeant. He's honest, good example. Marines tend to like him, I know for a fact Marines trust him. I was surprised to see how this came down. He's usually the protector.

█ How long has he been with the platoon?

█ About (2) years.

█ Have you ever observed any unacceptable behavior from SSgt Maybush?

█ No

█ What is your and █ interaction with the NCO's like?

█ Very good. He's well trusted. Mentor. He helps them technically, he's also the financial specialist. He's helped numerous Marines get college rolling. I know they look up to him as a mentor. My interactions are not as much as they used to be. I've turned everything over to him. I talk to the Marines about what's next, and my previous experiences.

█ Do you know if SSgt Maybush attended the leadership symposium.

█ I don't know.

█ Are you aware of incidents that have occurred during SSgt Maybush's tenor as floor chief?

█ No

IO: Where you ever aware of who was giving out EMI, frequency, and who was giving it?

█ The only time EMI was brought up, November timeframe. There was an incident with █  
█ she wanted to give EMI to █ at the time. When she brought it up she explained what happened, we went through his record jacket and I was like, 'No, we are not going to give him EMI, we are going to charge him'. That was the third time he disrespected a NCO, and I was like, 'He aint doing it again.' I typed up a 6105, called █, scanned two counselings that showed disrespect. That evening, we had amedical emergency and had to leave Japan. Flew out. A couple days later, talking with █ found out that █ didn't receive a 6105. He got selected for Cpl on a promotion panel. I was like, 'How did he get put on a promotion panel when I just sent a 6105 up?' █ said it didn't go up. That's BS. Anyone can look through his record jacket and see he is disrespectful. Too many occasions, shame on me for not charging him earlier in his career, and I believe that's the stem for what's going on now. You let the dog get a little chain, and he's going to run with it.

█ Can you describe the other instances of █ disrespect?

██████ On a couple of different occasions, he was told to do something...He has an issue with female Marines, and he's like "no, I'm not doing that". He doesn't like when females tell him what to do. They are going to tell him what to do, because he is a junior Marine.

██████ Can you describe what was actually said?

██████: I don't want to make up things. But I can send you the counselings and the email too.

██████ Was EMI ever given to Marines to be completed on their personal time?

██████ No

██████ Have you ever given a counseling to SSgt Maybush?

██████ No

██████ Are you aware of any counselings given to him by other OIC's?

██████ No

██████ Have junior Marines ever expressed their concerns about command climate to you?

██████ No

██████ What about before SSgt Maybush's arrival?

██████ Definitely. It was mostly complaining about workload, hours worked, lack of PT time.

██████ What about NCO's?

██████ No. Well, Platoon Sgt's would request later morning start times, or BBQ's.

██████ Has any subordinate ever come to you concerned about actions of SSgt Maybush?

██████ No.

██████ How often has ESC come down to visit you guys.

██████ ████████ would visit every once in a while. ████████ comes down because of maintenance, but other than that..

██████ Do you know if NCO's signed EMI SOU's?

██████ I didn't see them sign them directly. Sent out during ████████ time.

██████ What do you know about the PT incident the 12<sup>th</sup> of March.

██████ I don't know about an incident the 12<sup>th</sup> of March.

██████ Where you ever tracking a PT incident where SSgt Maybush put his hands on a junior Marine?

██████: No

██████: Where you ever made aware of accusations that SSgt Maybush was forcing Marines to take the intermediate swim qual?

██████ No

██████: Where you aware of a threat (jokingly) towards PFC click with a wrench?

██████ No

██████ Have you seen any examples of targeting within the platoon?

██████ No

██████ Are you aware of favoritism, or any non-appropriate relationships?

██████: No

██████ Have you seen or aware of verbal abuse by MTMP leadership towards junior Marines or NCO's?

██████: No

██████████ 1 year and a few months.

PT event, ██████████ asked what he could do and not do. She noticed that his ankle was hurting. Told him to stand off to the side. SSgt Maybush would come over and harass SNM. ██████████ saw the Marine limping home and picked him up .

██████████ 2018 2.5 Years.

SSgt addressed the platoon on day (1), halfway through his day Saying negative things. "From what I am seeing in the shop you guys are moving slow, not meeting standards, etc. Took an aggressive approach. SSgt told him to slow down a bit. Not sur ehow he took that. When I got off maternity leave, he got on me and started to treat me like a PFC. It infuriated me how he treated me. I'm trying to be honest with you and tell you how I feel. Agree to disagree. I was QC at the time, I needed to get back in the loop and wanted to get filled in by my assistant QC ██████████. He told me instead to deal with a wheel hub. I told him I have a dental appointment in one hour and I don't want to start something I can't finish. He just looked at me and walked away. Later that day, he pulled the NCO's aside and said: " I don't know why I have sgts and cpl's disrespecting me, sgt Bauer how you were acting towards me and telling me to go fuck myself.." and I was like what? Why are you balsting me in front of my peers, for one? That's degrading to me in front of junior corporals, and it's completely wrong. I was so pissed I left that day. The next day he started coming at me telling me I have all these tasks I have to get done, and telling me exactly how I have to do it. I went to go speak to the ██████████, me and SSgt are butting heads. I don't k now what to do. "Go talk it out" Went to talk to SSgt privately, it went no where. He ignored me for a few days, and then it all fell back into the way it was. Just not as harsh. He'll handle situations differently with staff, and tone it back, vice when he's just talking with junior Marines.

██████████ was always coming to ██████████ and vocalizing. The other ██████████ would say stuff after the fact.

Staff seems to be concerned with doing their thing. There was casual conversations that he has witnessed. Higher ups have little engagement. 10-20 minutes here and there. HE maintenance ██████████ with HE. SSgt said ██████████ was stepping on his feet. And he shoved him aside. ██████████ did not know what was happening this whole time. She was only getting fed SSgt;s perspective. ██████████ wanted to talk with ██████████ 12 March afternoon. Marines are afraid and speak up and voice their concerns. Tasking and EMI being given out flippantly. SSgt came at ██████████ after his leave, November 19<sup>th</sup>. She seemed receptive. ██████████ saw SSgt talking to ██████████ all the time, and started to take his approach. Not a good thing.

██████████, Changed layout, revamp. Organization. Inventory, DRMO, containers, getting things out to CRISP. Fresh practices.

██████████ - Quiet at first. ██████████-mentors the Marines. COVID was still a thing. N and out of ROM. Mobile work. Book reports being given out. OP tempo picked up. Didn't see stess too much. Did see some conflict with NCO's. Maybush checked in. One of the best SSgt's he ever worked with. Impressed him a lot. ██████████ was the floor chief. Not the demanding type. Maybe complete opposite. He talked to the Marines, immediately assigned classes, BST professional and personal development. Said, Maybush said he wouldn't cuss. He demanded high standards. Never noticed any unprofessional conduct. Very mature person, would never push limits. Would walk around, have down time. Would have personal

**Enclosure (18 )**

██████████ - 3 Years at the platoon.

██████████ Yourself, ██████████, ██████████, ██████████ are the original leadership from the incident that occurred a year ago, and just recently. Working big to small, what do you see that is the same? In your opinion, what in the environment has caused/allowed these events to happen twice in the platoon?

██████████: The shop has it's tempo and momentum, and these past two SSgt's have their way of dealing with the Marines that are not how the Marines within the shop are used to being treated. They come in and treat the Marines with a drill instructor style of leadership (Snaps fingers for effect). Hurry up, move this, you don't need to know why. But the Marines need buy in. They want to know why.

██████████ And that's the gist of it?

██████████ Yes Sir.

██████████ Have you observed changes from different OIC's?

██████████ Absolutely, with ██████████ it just seemed like him and ██████████ had each other's backs. Last ██████████ he kept coming to me asking about situation updates, and he was frustrated (Victim from first incident) about the results of the investigation. Our OIC at the time was not helpful making sure something didn't happen. Then ██████████ came in, and he was level headed, no favoritism. He wouldn't allow that to happen, had he known what was happening. Ma'am now, ██████████, has done a good job taking extra steps to ensure this doesn't happen again. She is working hard to change the mindset and work environment.

██████████ did not do much about the situation?

██████████. He was there for a year and half and I don't think I ever had a conversation with him.

██████████ And ██████████ was GTG?

██████████ I don't think anyone brought anything up to him. One of the best OIC's I've ever had; he's very good about asking about your personal lives.

██████████ Why do you think he never heard about the things that were occurring in the shop?

██████████ I think, with SSgt Maybush, there were times when things would get brought up, and I remember a few times Ma'am brought stuff up, but I don't know why things didn't connect.

██████████ So you don't know why information didn't get pushed up?

██████████ Shakes her head.

██████████: did you ever hear about the incidents? PT incidents?

██████████ I heard about light duties having to PT, but that's it.

██████████ How would characterize SSgt Maybush's behavior?

██████████ Favoritism with the NCO's, he would take things too far. Two marines doing the same thing, he'll yell at one, but not the other. He has good intent behind a lot of the stuff he does, but he has a switch that goes off, and he doesn't realize it.

■ Several Marines have characterized that as Bi-Polar behavior, is that how you would too?

■ Yes, he'll be in a great mood, and then he'll switch, and then get upset and take that out on other Marines without indication. He'll bring that into the work environment. Emotionally, I think there is something wrong?

■ would characterize that as a hostile work environment, especially for junior Marines?

■ I haven't seen anything hostile, but I have seen they (Junior Marines) are pushed more than they do be, especially for time hacks that don't need to be pushed, but there is definitely a lot of little things that don't need to be taken to the extreme like he did. So like: bootbands being too low... It's like, they are working on trucks, climbing on top of them, they are going to get a little low. Little things he would pick out and blast them about it, and then the next day he wouldn't care. It's just everywhere when it came to him.

■ Do you recall when SSgt Maybush came over? Did anything change?

■ Yes, tempo picked up. Marines realized there was always going to be someone over their back. Marines always on edge. Getting yelled at for small things, just they didn't feel comfortable. They had a small bit of relax time between the two SSgt's and then just got thrown back into it. I'm sorry, I'm npt being very helpful..

■ No, that makes sense. As far as EMI goes, did you ever sign a SOU?

■ Yes Sir, ■ had them at the company office

■ Did you ever see EMI being given out? Marines having to do/prepare classes, book reports, taskings in their off-time?

■ Yes, I did see with book reports, SSgt would tell ■, hey give him a book report 1000 word book report in two days, and I was like, you can't do that, that's not... timelines couldn't match and I would say that would fall into EMI because that's in their off-time.

■ Okay, so you did see that?

■ Yes, and I know with classes, I don't know what the intent was with the classes, but we'd give those out to the lances and corporals on Fridays.

■: Okay, well that doesn't sound too out of the ordinary, but some of the stuff you could say was being taken home to complete due to unreasonable timelines?

■ Yes

■ What kind of interactions did you see between ■ and ■, and SSgt Maybush?

■ I know a lot of stuff was never brought up. They moved upstairs so they weren't able to see what was going on, on the floor. PT's in the morning when no-one is there to see it. So I think a lot of it was kept hush, don't bring it up. I think if they had a chance to know they would have backed us up.

■ Were you aware of things being mandated? Intermediate swim qual, Marines having to do JST/TA..



█████ I told them not to, look it up in the order. We talked to SSgt about it, and the Tattoo policy.

█████ Tattoo policy?

█████ SSgt said about 3-4 weeks ago, which Marine is planning to get a tattoo, that he wanted to know where it's going to go, what it's going to look like, what it means to them, and he wanted to know the timeline, cost, and then document it immediately after it, even if it's within regs. He's completely trying to take over Marine's personal life. He said no tattoo's until after the MCCRE, because of infection.

█████ Why do you think someone is mandating...

█████ To make themselves look better, quotas. He has said he's meritorious at every rank, picked up staff in 5 years, and he's going for gunny, more things for the FITREP.

IO: At the expense of Marines?

█████ Yes, it's more because he knows he can mold them, and they aren't going to say anything back. Another thing: He would single out Marines to take to the pool. Not Marines on BCP or RCP, just Marines that he didn't think look good, and he would have them separated from the platoon all the time. He had give them logs about what they ate, and how often.

█████ Did you ever see instances of Targeting or Favoritism?

█████ There was a lot of picking on certain Marines, especially █████. Would say things to him, but not other Marines. He favorited █████ and █████ a lot.

Interview:

How did we get here, talk me through?

Some months ago we got a new SSgt. Started off okay, but something was off about him. A bunch of incidents were coming up, got us counselings and EMI, Cpl's issuing out EMI, never being told we had work hours to do this. Then one day, I was issued EMI and asked who issued it to me what the order said about EMI and working hours. I told I could do it during working hours (By and then SSgt called me out from the QC office where I was doing this and asked me what I was doing? I told him I was doing EMI I was issued during working hours, and he was like, "oh really?" and I said yes SSgt, this is the order that says I can do it during working hours if I'm not issued it by a company commander or OIC. That was a problem with him, he told me to get back to work. Later that day, I was called up by , and he sat me down. Went over the EMI I was issued and asked if I thought it was fair or not? That's when I brought up the order that says who EMI has to be issued by (if it's to be done on his off-time). He told me if that's the route I wanted to go, he could easily get it issued by the Company Commander. But, it had not yet. He would just show them my record jacket and easily get it issued on my free time. I said go to good MSgt, and did EMI on my off-time. He lessened how much EMI I had to do. I had to write an essay what every single billet in the office was supposed to be. EMI was issued frequently. Always had to get it done in your off-time.

Why was EMI's being given out?

: To correct a deficiency. Always related to whatever was going on in your negative counseling. Probably 65-70% of the time, we were issued some type of repercussion with the counseling. Kick a class Friday, an essay, a powerpoint.

Who were issuing counselings?

SSgt Maybush, or NCO's. 90's of the time it was directed by SSgt. We were bullied over to get EMI, and we had to get it done during our off-time.

How long has the EMI been getting issued for?

Since the year and half I've been here. In this MOS, it's easy to fuck up, so they issue EMI all the time. But that's not the biggest reason why I filed the EO complaint, that's just the surface. It's mainly this 12 March PT.

Explain

We had a platoon commander's PT, with leading the PT with SSgt Maybush. There was four marines on light duty, , , and . warned SSgt, and I believe , I don't have the full details. It was an all-hands on deck PT, and said LD Marines would have a separate workout. I showed up right on time. I talked to a few Marines who talked to before hand, and they reminded her we had a few light duty Marines on deck, and she said there would be a separate workout for those LD Marines. What I saw, LD were doing everything full duty Marines were doing: flipping 7-ton Tires, Sprinting with Ammo cans, people standing on their feet for crunches, the full 9-yards with everyone else. I saw running with an ammo can, who had sprained his ankle 1-2 days ago, and was limping like you wouldn't believe. I told SSgt, "are you seeing this? He is on light duty, he is hurt." SSgt stops PT half-way through and asks , ,

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are you hurt?" [REDACTED] says, "Yes SSgt, my ankle hurts" SSgt M: "What does your light duty chit say? [REDACTED]: No forced PT, PFT, CFT, etc." SSgt M: "Are we forcing you to PT?" [REDACTED] says "no". SSgt always does this, he'll ask you the same question 4-5 times until he gets the answer he likes. [REDACTED] tells SSgt he is forcing him to PT, so SSgt places him aside and gives him a different workout (Crunches, planks, etc) After that, only 1 out of the 4 light duties were not doing full duty PT. Soon afterwards, [REDACTED] comes up to me and says, "[REDACTED], I hurt my ankle, a tire fell on my ankle" I say, would you like to go to medical? He says yes Corporal, and I say okay go over there with [REDACTED] laydown and do crunches, and afterwards at 0720, you'll go to medical. I told SSgt, "Hey [REDACTED] hurt his ankle this morning, wants to go to medical, I told him to go with [REDACTED]" SSgt Maybush says, "What? [REDACTED], get the fuck over here, what's wrong?" He said I hurt my ankle this morning and I want to go to medical" and then SSgt says, "well my chest hurts this morning so suck it the fuck up and go over there with your partner" That's when Vasquez was forced to go back and do the PT. Later, SSgt asks [REDACTED] would you like to go to medical, and he says, "No SSgt, I am fine" but later that day he was grabbing his ankle and taking them off to inspect swelling and bruising. He didn't want to go to medical out of fear. Most Junior Marines and some NCO's fear this man, not about getting punched in the face or anything, just afraid of his reactions to everything. He's Bi-polar. He'll be your buddy one minute, and then completely flip the next. There is no separation between LCpl, Cpl and SSgt. He tries to be buddy, buddy with you, and then uses his rank the next minute. Another incident, we were doing morning PT with agilities, and there was cones set up. We were side shuffling, back peddling, sprinting, and PFC [REDACTED] back peddled and slipped on a cone. SSgt was probably 2 feet behind him, walks up to him and grabs him by his chest, as fast as he could and as hard as I he could, but not completely off the ground, and he starts stabbing in him his chest and fucking screaming right in his face. [REDACTED] who directly saw this incident talked to [REDACTED] about it, told him verbatim every word about it. At the time, dudleston tells [REDACTED] a lie about the whole thing. Out of fear. He lied to gunny, he wouldn't tell him. He didn't want SSgt to know and then find out, and then start treating him different.

There was an incident with [REDACTED] where I heard about her being threatened with a wrench, and [REDACTED] and I went to go talk to her about it under a truck. As soon as I asked, she started crying. She didn't want to talk about it out of fear.

[REDACTED] What's the swim qual incident?

[REDACTED] SSgt was asking who hadn't completed the intermediate swim qual? Marines started to raise their hands, and a LCpl had his hand raised and he asked him if he wanted to take it, and he said no. SSgt then said, just try. At least try and see for yourself. He got to the end of the Line and to [REDACTED], and asked him if he wanted to try it. He said no, SSgt. SSgt asked why? [REDACTED] said, I don't need it, I don't feel like I should take it right now SSgt. Then SSgt said: well if I'm going to require all my junior Marines to take it, then I'm going to require all my NCO's to do it, so you're doing it. [REDACTED] Said Aye SSgt. After formation, [REDACTED] pulled SSgt to the side and said, I don't want to do this, I don't want to do intermediate swim qual. SSgt eventually said okay. The thing I have aproblem with is he forced a NCO in front of all the junior Marines to do something, so there is no way Junior Marines who don't feel comfortable will say I don't want to do this.

[REDACTED] Who was this in front of?

[REDACTED] All of the NCO's, junior Marines, and [REDACTED].

█: Talk to me about the morning chow incident

█ Friday morning, the 12<sup>th</sup>, after we finished PT, we only had 40 minutes to walk back, not everybody has cars (he stated only junior Marines will ride with junior Marines, and NCO's with NCO's). It takes 10 minutes to walk from here (We are at the Barracks of 2327) to the bay. We have to hygiene, eat, and change into our coveralls. It's (2) to a room, (4) to a shower. It takes 5 minutes to get to the chow hall, 5 minutes to get your chow, getting to shop takes another 5 minutes, changing over takes another 5 minutes, so it was a giant rush, everyone forgot stuff. Confusion. █ didn't put on his ointment he got issued. I told SSgt this, and then SSgt said: "well that's pretty stupid of him" He can do it during chow. That's a thing right there. Marines always have to get their shots during chow, or sometimes the morning, Not every time, but a lot of the times it's your chow time. Granted other times are different. But usually work time.

█ What's your readiness? Why the push?

█ We are at 90% readiness Sir (Actually at 92.7%), not really sure what the push is. SSgt was cutting down our chow time by 30-45 minutes to take care of all of this stuff. "The Marines are getting complacent" Marines aren't acting right, we are going to take away their free time. Fuck with them. They fuck with us type of thing. █ came to the Barracks to talk to us about it, granted this is right after he knows an EO complaint is filed, and it got taken care of. He said he talked to SSgt. I have respect for █. I believe he wasn't aware of anything. █ transitions). Same Morning, Friday the 12<sup>th</sup> █ had told the Marines: "I can tell you guys are being fucking complacent, I can see it from my office window, and if you guys don't fix yourself I'm going to drive you into the ground every week."

█: Referring to PT?

█ Yes Sir, referring to PT.

█ How many EMI's have you done?

█ 30-40 in my year in a half. Sometimes they put it in your record jacket, other times it gets ripped up.

█ Do you have evidence of 30-40 EMI's?

█ No Sir, not all of them. I have some book reports and essays. All Essay's are EMI related. Some are hand written ones, I don't have any of those.

█ Anything else you wanted to add?

█ █ and SSgt were up at the front desk, behind the white board. He said they were having a conversation back and forth—Because SSgt has a problem with separating his rank from NCO's—SSgt then flips for whatever reason, "you are lucky I don't punch you in your fucking face...no, I'm serious, I'll punch you in your shit next time" All of the Marines are afraid of this guy, very toxic environment, you never know. I'm not submitting this EO complaint for myself, I can deal with it, but the junior Marines: The forced actions, Marines getting hands put on them, Marines being threatened, Marines are crying █ went to go see a psychologist, stuff like that; it just doesn't matter to him.

█ █. What else have you seen from her that may be enabling this or making the situation worse.

█ She's come down before and blasted Marines before. She doesn't know the whole situation, and she just comes down. It's like, damn, "if the █ is coming down and blasting Corporals, obviously they can't do their jobs, which reinforces SSgt's behavior.. So the █ is yelling, now everyone needs to yell".

█ When was that?

█ Two weeks ago Sir? As soon as I filed the EO complaint, I don't know how, but my command knew about the EO complaint being filed, they came down and talked to us that Monday about emotions, feelings, and I'm not their because I got sent out of the shop on ROM watch. I don't have to go back to the shop, I'm not sure if that is for my protection or what. I got a message from █ saying I'll be on ROM watch. To me it brings up the question of, are they covering up tracks and make sure they can say they've done this? Or do they actually care, and can say "we didn't know about a lot of this going on and now we are trying to fix it?" But for me, I brought up the █ incident to █ and █. Truth didn't come out because of fear, and I know that if I had brought it up to the chain of command again I'd be back in the same situation. Fear over truth. Is it worth the risk over me and the junior Marines health? I don't know how these things usually work Sir, but with SSgt being down in the shop, Marine aren't going to talk, or want to talk out of fear.

█ You were placed on ROM watch this Monday?

█ I can show you the text (he produces his phone and shows the IO) Sunday 0810 from █

█ You will be replacing Click on ROM watch, I'll to the EO." I've never in my life received a text from a █ before, he knew before my SSgt knew.

█ Anything with █

█ No Sir, he's very relaxed and calm. I loved him as an █

██████████ Interview ██████████, but leaving now.

██████████ Where you ever around ██████████, or SSgt Maybush when they were both together and SSgt Maybush supposedly threatened her with a wrench?

██████████ I was not. I talked to ██████████ about it, she said it wasn't a real threat, and I was like, "okay, I don't know where all this came from then, cause the NCO's were saying he threatened her." I wasn't there, you know? When ██████████ got grabbed I was at calibrations, so I wasn't there, and I was a Corporal's Course when the (4) Marines.. I heard about that).

██████████ Were you present for the Swim qual incident?

██████████ I was, I was going to be forced to do that, but I was at Corporal's course so it didn't happen. But it [the conversation of forced intermediate swim qual] did happen. Also, a forced PFT occurred. Certain individuals were told they had to do it. Some Marines were light duty and told they were going to run a PFT as soon as they come off light duty, things of that nature.

██████████ EMI, have the NCO's signed SOU's about how to give EMI's?

██████████ (no reply) But that's another thing, I would write the counseling's, but SSgt told me I had to assign book reports. A lot of the counseling's were not my choice, some were.

██████████ Would you say a lot of counseling's were driven by NCO's themselves, or SSgt, MSgt?

██████████ I would say a lot of them were SSgt. Once he arrived, a lot of counselings started to be given out.

██████████ He demanded the NCO's be the one's who gave them out?

██████████ 100% A lot of them, were given by me because some Marines weren't authorized to give them out. I had to.

██████████ In your opinion, was there ever any evidence of targeting or favoritism?

██████████ Yes. There were instances when SSgt would say this Marine wasn't deserving of going to courses, like a green belt MCMAP course, and I told him there is no reason why a Marine can't train. He would tell me to give counselings out and that's when I started to realize that SSgt started to target ██████████. For favoritism, nothing too crazy.

██████████ Do you fee ██████████ was enabling SSgt in anyway?

██████████ Yes Sir, I've noticed that she, instead of being the ██████████ she's really close to SSgt, and whatever he says, she's kind of on the same page. She'll encourage it, if that makes sense.

██████████ What have you seen as far as encouraging actions?

██████████ Okay, one day I came back from an event and everyone is getting blasted and I had no idea what was going. I didn't hear exactly what they were getting yelled at about, something about sitting around, and I understand that, but I don't think an ██████████ should be doing that. That's the NCO's jobs. She doesn't act like an ██████████ more like a Sergeant.

██████████ Has things changed?

█ Yes, since the EO complaint things have changed.

█ Did █ or █ Enable SSgt MAYbush? Have you ever seen them try to stop SSgt Maybush?

█ I will say that NCO's have gone to the Sgt's to get them to say something to SSgt, but the Sgt's say I don't want to get any backlash from SSgt. Sometimes I would say something to SSgt for coming at me some kind of way. Like, I wouldn't be doing anything wrong, and one day he started blasting me for having a roommate, and he didn't want me to have one. And I was like, okay, what's the issue here SSgt? and he would be like, "I don't know" Stuff like that. I talked to █ about issues, and he would say, "I don't know what to tell you". Pretty much left on my own. I didn't say anything to █ I didn't want to bring it up that high. I have seen █ correct some things though. I don't ask █ to correct things after that.

█ Have you seen instances of SSgt Bi-Polar attitude?

█ To elaborate on that, there would be times when he would joke with the NCO's in an unprofessional way, too buddy buddy, he'd try to piss us off I guess, and then the next second he'll flip and start blasting everyone. Depends on the day, I guess.

█ Is there an element of Fear on the floor shop?

█ There is, that is something the NCO's all talked about, even the Sgt's. How we get to the junior Marines before he does. We've told him, hey SSgt, let us do our jobs as NCO's. That didn't go well.

█ What happened?

█ He told us, that's his job as a Shop Chief. We are like, alright, we don't know what to do at this point. There's only so much any of us can do.

█ The issue with this incident is that Higher ups don't really know what's going on, you what I mean? We've tried to talk to them, but █ didn't really relay to █ what's going on. I had thought that they knew, because we [NCO's] we telling the █ and █, but I don't think █ knows what's going on all that much. I know Ma'am does, because she is part of it.

█ How often have you seen ESC come down to the platoon?

█ Not very often. Since I got back (May of 2020) not that much. It used to be a lot more.

█ Did you ever hear about the █ event?

█ I did, everyone was talking about it. I heard two stories, one was █ tripped over SSgt. Another about █ slipping on a cone.

█ Which one did hear more of?

█ Definitely that █ slipped on a cone and he grabbed him. Not okay.

█ What did you hear about the 12<sup>th</sup> March PT?

█ I saw in the group chat that were told they had to be back by a certain time, and I was like...man, that isn't enough time. I asked about it with the NCO's, and they were like, yeah we went to shop, and

Ma'am was trying to quote on quote "mess us up", and that light duties were forced to PT. And that [REDACTED] got hurt and asked [REDACTED] to go to medical, and apparently SSgt said "my chest hurts and I'm still PT'ing so suck it up" stuff like that. That's what I heard.

[REDACTED] Any other instances with [REDACTED]

[REDACTED] No, not really?

[REDACTED] Are NCO's empowered to protect Junior Marines, do they feel like you have their back?

[REDACTED] We try to, but SSgt asserts himself a lot. He made [REDACTED] cry and that Marine went to get counseling, and I went over to him and told him I'm here for you, and if you need anything let me know. Then SSgt saw us and came over, told [REDACTED] to go away and started blasting me. Thought I had asked if [REDACTED] had gone to the MFLAC. I told him, "SSgt.." and then he cut me off and blasted me. He said I was being disrespectful, and I don't know how I was just standing there taking it. He thinks we need to be harder on them, that we coddle the Marines too much. We need to be blasting them, screaming at them.

[REDACTED]: His words were verbatim, "Yell at them?"

[REDACTED] Yes, 100% That's even what he told us when he got to the shop.

[REDACTED] Do you remember when he first arrived?

[REDACTED] Yes, after I picked up in August. I remember he told the [REDACTED], "I really want to push her". I was working late and he was nice to me, telling me he wants to push me. But then I overheard him talking trash about me to the [REDACTED], so that made me not want to trust him.

[REDACTED]: Expand on that

[REDACTED] Um, so I talked to my [REDACTED] I was in tears. He said, he just wants to push you, but doesn't want to because he thinks he's going to break you mentally.

[REDACTED] Which [REDACTED] was this?

[REDACTED]: [REDACTED], he's gone now, EAS.

[REDACTED]: And what happened after that?

[REDACTED] It would just continue.

[REDACTED] Describe his behavior.

[REDACTED] He would be coming around more and more, blasting me for anything. Just come in and start stressing me out, for not serious issues.

[REDACTED]: Where was this?

[REDACTED] In the tool room, and sometimes in the middle of the Motor Pool. Sometimes Ops would see that. That was that. The other Staff, [REDACTED] would come over and talk to me about it.

[REDACTED] Who is [REDACTED]



He was in Ops, but he has PCS'd since.

**Enclosure ( <sup>21</sup> )**

### **Interview: 2 Years**

██████████ and ██████████ Came to ██████████ Afternoon the 12<sup>th</sup>. They weren't treated right. They couldn't go through with the PT plan. They feel that they were still hurting.

### **Event.**

We were PT'ing, ██████████ stepped on a cone, not SSgt Maybush, and SSgt Maybush aggressively grabbed him and said "Stop stepping on my fucking cone". Juniors Marines came to me afterwards and asked what happened, and why did he snap like that? I couldn't do anything about it. We tried to send it up the chain of command but nothing was done. Everything we try to do, you know, nothing was done. 1.5 Months ago.

### **Last Week: Swim Qual**

SSgt asked who's doing swim qual? A few Marines raised their hand, and SSgt was like, "well, you are all going to do intermediate" Then ██████████ was like, "I don't want to do intermediate" SSgt was like well if I'm making the junior marines do it, you are going to do it as well." I feel as though some Marines aren't very good swimmers, or good at swimming, and they can do the basics. Why not let them do that? I feel as if [Marines] have no say so, It's his way or no way. Most them fear [SSgt] in the shop. Marines are afraid to brings up to SSgt Maybush.

### **Work Environment**

Around the shop, Many Marines don't go to him, avoid him. They stay away from him at all costs. Due to fear. WE have shown progression for the months that SSgt has been there, but they come to work, do what they are told and then go home. No normal lives, they just stay in their rooms, being depressed.

### **SSgt Behavior**

SSgt is Bi-Polar in a way. In one minute, everything is good, he is high, and the next he is cutthroat. You don't know which SSgt you are getting on a day to day basis. IF you are working on a truck, or if you mess up, even if it's just the first time, "get it done, get it f'ing done" You Know, we are maintainers and we go in each and every day to get work done, and everyone makes mistakes...but at the end of the day, it shouldn't be yelling at everyone, you should be mentoring them, guide them in the right direction.

### **EMI**

Some Marines have come in their off time. ██████████ had to come back from the range to handle HAZMAT. That's the only issue I know about.

### **Targeting/Favoritism**

He's treats people different depending on who you are ██████████, myself, ██████████, ██████████..we all get treated well ██████████ got targeted.

██████ (2019 October) QC NCO

██████ In your opinion: why has an EO complaint of the same nature, with a different crew happens within a year? what is going on with the Platoon?

██████ A lot of it is work related. We have to get trucks out. Extended hours played a huge factor. Our attitude and mood was affected.

██████ Where you around when SSgt Maybush arrived?

██████ No, I was in Korea

██████ When you got back, what were some of you initial impressions?

██████ When I got there, I had to adjust to the environment. Threw me in QC. I was aware of a negative feeling in the platoon. Never brought up to the chain of command.

██████ Negative vibe?

██████ Yes.

██████ After CBM+ was introduced (November), was the negative mood still a factor?

██████ I would say so yes, we were at a low percentage, then when it got brought up, they were like, okay now we have to stay here. It's a constant stressor. "Hey, we gotta keep going, no complacency" They (MTMP Marines) were never rewarded for their hard work, never told "good job", just keep working.

██████ No reflection about the good job, or acknowledgement or recharge?

██████ I would say so, up until the point where we are now talking about it the problems. "Hey, something is wrong with the platoon." Things started to shift a lot, there are a lot of problems and no one was saying anything until one person started talking. Then everybody started talking.

██████ Why was no one talking? Why the hush-ness?

██████ Because they were scared, that there was going to be some type of punishment. If they do say something... Mostly they are already stressed out, they don't want to worry about anything on top of everything. So they are just trying to ignore the stress and being afraid of it. New change of command, and everything was changing, and it didn't add up. We didn't want to bring up anymore drama.

██████ Were Marines trying to avoid SSgt Maybush, or anyone higher?

██████ Just the one. Maybe onsies and twosies. Word wasn't being passed up I believe.

██████ What have seen with SSgt Maybush, how would you categorize your interactions with him

██████ He was professional with me. He would put stress on me, and that is part of work. I would take his intent and just go with it. I thought he was just being motivated and trying to get work done. When it comes to work, not much of an issue. But sometimes he would push the boundaries, especially with other Marines.

██████ What were some of these incidences where you would see a line being crossed?

■ Him saying, "You will do college". You are going to PT, if you are hurt and don't go to medical, you are going to PT. You are going to do these MCI's. I think MCI's are okay, but if you are maxed out, what's the point in extra. Forcing to do TA, like that's a personal goal, it's on the junior Marines. It's wrong to force TA on Marines. Same thing fitness wise, Hey, you will get a 250 or above of the PFT, or else you're gonna be taken... (trails off, doesn't say the consequence) I feel like he is pushing the boundaries with what he wants to achieve, but not necessarily anyone else.

■ Why do you think SSgt is acting this way?

■ I think a reason is he just came off MSG, and wants this perfect Marine. Not everyone can be a top-notch Marine.

■ Have you heard anything like this with respect to Swim Qual?

■ Yes.

■ Were you present when he mandated all NCO's will take the intermediate swim qual?

■ Yes, I was there.

■ Were you present during a PT event, an agility PT with cones, involving an incident with ■

■ I was there, but I didn't see what happened. After the PT event, we gathered up (NCO's and the victim) and did talk about it. But I'm there to help him, not speak for him. I'll go with you to speak about it, but he was like "no, it was an one time thing, and he didn't want to make a big deal about it"

■ So what happened? What did you hear or did you see?

■ That ■ stepped on a cone, and SSgt got made and pulled him aside. I can't say I saw that, but what I heard from all of my peers.

■ What were you doing? How did you not see that?

■ We had a square exercise and a Triangle agility exercise. I was over at the square, and they were at the triangle. I was just doing my thing. I didn't see anything.

■ But did you hear anything?

■ Hear anything?

■ Did you hear the conversation that took place (Between SSgt Maybush and ■)?

■ I couldn't hear the words exactly, but I did hear the yelling. He was yelling to him. To me, all I heard was a yelling voice. Could have been motivational, not sure.

■ So what happened afterwards?

■ ■, ■, junior Marines, I went to confirm with ■, and he was like, yeah he dragged me, I doing back peddles and it was a minor mistake, not anything crazy, just a part of PT" I asked did you want to bring it up? He said no, I don't want to cause problems. He's a afraid in a way.

■ Do you remember when this happened?

█ Late January.

█ Was █ yet? (She arrived January 31<sup>st</sup>)

█ No she wasn't, during that time it was █. (He left 23 January) █ showed up during the tipping point,

█ Where you present during the 12 March PT?

█ No, I was doing MCMAP. I heard about it

█ EMI, have you ever signed an SOU?

█ Not heard of it.

█ Have you ever seen EMI being given out?

█ I have seen that given out, and with the counseling sheet. I have seen it given out several times.

█ During Marines personal time?

█ If it was a book report, then yes. PT EMI was given out during lunch. 45 minutes of doing PT at the shop, nothing too crazy. In the bay, we have pull up bars, weights, etc. People who needed it, or told to. IF you didn't have to, you get a 2 hour lunch, be back at this time.

█ Overall, would you characterize the work environment as hostile?

█ I would Say so, yes. Just, being on Marines 24/7, supervising in a way that is hostile.

█ You would say your environment is a controlled, micro managed environment?

█ Yes, I would say that.

█ Any evidence of targeting?

█ Yes I would say so. There were Marines that were highlighted as an example. "These Marines messed up, don't be like them" Like you don't have to do that to a Marine in front of the whole shop.

█ Would you say █ was one of these Marines?

█ Yes, I would say that. Before he picked up, he was the HAZMAT NCO, and yes he was there to supervise, but he's not responsible for being the only one to clean up the mess. He would get highlighted for a lot of stuff. I remember one incident, they put me, and few other NCO's on a MCMAP course █ wanted to join because he was a NCO and he wanted his green belt, and he asked SSgt Maybush about it, and he told him no. I fell like he told him that because he didn't like him as a person. █ter does get targeted.

█ Have you seen any suspect behavior, or issues from the █ █

█ No, I haven't seen anything. But I did hear that one day she just came down and started yelling at the Marines about our readiness. But our readiness was at 90%. But she was saying stop moving slow, don't be complacent, and the Marines were confused. She did come down and talk to us about it. She

wasn't aware of a lot of things. She's trying to learn, and she didn't get the whole spill, and probably wasn't informed about how the shop was really running.

IO: What was your interaction level with [REDACTED], or [REDACTED]? Do you feel they enabled SSgt Maybush in a way?

[REDACTED] I saw them get involved in the later events, but not the earlier events. [Marine is trying talk, but is stuttering] From what I recall, SSgt Maybush was below, and they were upstairs overseeing everything, and SSgt was working the shop. I don't think they [REDACTED] and [REDACTED] saw anything wrong in what he was doing in the beginning, because we were pushing out trucks and readiness was going up. They thought everything must be fine, but my assumptions: 'Hey, everything is going smooth work-wise...' They didn't see junior Marines or NCO work environment as an issue, work is being done. They would come down, every once in a while. BN was giving us praise, but below the SNCO level problems weren't being fixed.

## **Interview:**

### **Command Climate**

Not too bad. Miscommunication. One person in particular loses touch. Besides that, not really bad at all.

Wasn't physically present for [REDACTED], but had heard about how SSgt Maybush put his hands physically on Marines. About a month and half ago.

### **Fear**

Fear driven shop, by SSgt and sometime [REDACTED] Myself, I have received a verbal threat of being slapped across the face for a remark I made. Not a disrespectful remark or anything. Fearful push to get Marines to work. Some Marines see it positively, some do not. Good Marines are afraid of Reprisal. I want to say something, but I don't want it to turn into something it could be and then get talked down about it. I feel like as a leader I feel shitty about that. I know how some of these junior Marines feel, and they don't know what to do about it. I would try to bring things up to SSgt, but it wouldn't go any higher.

### **12 March PT**

LD Marines participating in the PT. I was one of them. Rankle sprain for light duty. No forced running, hiking, low impact cardio. PT on 12 March was pretty heavy impact on Marines hips, ankles, knees. LD wasn't singled out or told they were going to do anything different. We were just thrown in there with everyone else. The day prior we were told LD were going to do something different. Sprint Relay, Ammo Can lifts, then sprint with ammo can down the hill, then 10 Burpees, and 5 Tire flips, and then sprint back to the half way point. (1) minute break, then Ammo can squat lifts, then 10 burpees and 10 tire flips amongst you and your partner. 4-5 rounds of that. Half way through, when LD Marines made it clear they were on light duty and hurting, they were told to veer off and do something different. [REDACTED] got hurt, asked [REDACTED] to step aside, [REDACTED] told him to PT with the LD Marines, but he was told not to anymore and told to join the rest of the platoon.

Tight Timeline afterwards. Farily Tight, extremely tight, some of the Marines that don't have vehicles didn't get rides. That morning it was passed that junior Marines can no longer get rides from NCO's to the barracks. I remember one of the light duty Marines who was hurting afterwards was limping all the way back to the barracks. Ma'am personally gave a ride to Marine and given extra time to get ready [REDACTED]). No one pushed back. We were all covered in black tire marks, and I was thinking there is no way we are going to have enough time to scrub this off and change into cammies. I personally feel it wasn't enough time. If someone had tried stepping up, it would have been, "Stay in your place type of thing" The rush was to clean the shop up. And then kick classes the entire day.

### **Targeting**

Targeting for sure, I do see targeting. [REDACTED] for sure him. [REDACTED] I do see gets targeted fairly often. [REDACTED] I can see be targeted. If you are proficient, you are definitely treated better. You are given all the tools needed to be proficient, but everyone learns different. But even still, no one deserves to be treated different.

## Swim Qual Conversation

(2) Day conversation:

All hands formation on the first day, they told us there is a basic swim qual and an intermediate. You can go for both, which ever you prefer. IF you fail, there is no repercussion. A few hands raise (SSgt asked specifically who want to do the intermediate instead). The following day, the NCO's, junior Marines and SSgt, he went about it a more forceful way. He did mention that there isn't anything negative if you fail, but he was like, "you are going to try, to at least do intermediate because it'll look better on you. Uses forceful push. I do remember [REDACTED] didn't raise his hand. SSgt asks him why, and [REDACTED] said I just don't think I need that in my career right now, and SSgt said, "I'm not taking that for an answer, you are going to do it." Forcing him into it in front of the NCO's and junior Marines. Other Marines who aren't comfortable in their swimming capabilities didn't raise their hand, and he was at least try, go for it. Giving them that fearful push.

Administrative:

Marines told to do immunizations during their chow time. Medical stuff.

EMI:

Definition unclear. Essays and negative counselings were given out.

[REDACTED]: More involved. I have a feeling that she is acting more like a senior enlisted. Not right for an [REDACTED]. She is pretty new, but I think SSgt got here into feeling that way. Now she is improved and doing better now.



██████████ 2 years 4 months

### **SSgt Arrival**

When SSgt Arrived, customs and courtesies got more strict. Saw a lot of pressure to do things, that they don't want to do. Or not required to do. Meant to better themselves, but not required.

██████████:

Not personal witness. Heard about it from (3) NCO's. NCO led, but Platoon PT. Heard ██████████ him and said "stop fucking doing that"

### **12 March PT:**

Not there, at MCMAP. Heard light duty Marines PT'd and told to get over it.

### **Swim Qual Incident**

Evening debrief/huddle. Plt Sgt mentioned there was an intermediate swim qual going on 18-19 March. SSgt asked, who wasn't intermediate swim qual'd. a lot of Marines rose their hand. What I saw was Marines, basically, giving in to that pressure, just like previous times...Every junior Marine and most NCO's "Yes, I will be there to better myself" I believe they were just giving in. When he got to me, he told me that I'm an NCO and that I will be doing it, if he is going to require all the junior Marines to do it" Afterwards, he came in to speak to me, "Listen up here ██████████ that may have come off wrong, but if I'm going to expect that out of my junior Marines, then I'm going to expect that out of the NCO's" I explained to him that I was on a MCMAP course that is physically demanding and draining me right now, and when the basic comes around during the next fiscal year swim qual then I'll tie the intermediate in if they let me." No Junior Marine would have told him no. They would have been afraid of the same kind of answer.

### **Targeting**

Haven't seen much of that within the platoon.

### **Fear**

Since, he's been here, that fear is within the platoon. Marines walk on ice as soon as they get here. Previous occasions I've seen Marines.. Right now I'm currently in the tool room. I have a window and can see a lot of things. There are two Bay NCO's that have a table. Junior Marines come up to the desk and ask for certain things and their reasoning, a part or whatever they might need. A lot of the times, SSgt would be there, and it could be as simple as they need to get a tool from the tool room, maybe something on their uniform, or haircut, or military appearance. Most of the time, SSgt would engage and start going with everything that is fucked up. He would do it in front of everyone, like a show is how I would put it. Everyone can see what is happening, in a sense singling out so other Marines or peers can see how fucked up the Marine is and not do that, or whatever. From a junior Marine's perspective, you are too overloaded. As a junior Marine, you just give in to not hear the BS. SSgt overloads you. Make this thing happen by 1300.

■ ■■■■:

More recent, newer to the platoon. Sort of took after how SSgt would go about things. The way she PT's or addresses the platoon. I wouldn't call that normal. But, that's just my personal perspective. That PT event, I wasn't there for it, but I heard she was running it. Really aggressive, right along side of SSgt Maybush.

EMI

Haven't seen much of that.

██████████ 11 months

\*\*SNM demonstrated how the physical altercation unfolded in person. He also helped clarify the environment in which the PT occurred.

#### **Climate**

SSgt Maybush causing issues and hardships with the platoon. ██████████ is slipping into bad habits. Harsh unjust treatment. Junior Marines are dealt with on the shop floor. It's an issue because it's aggressive.

#### **██████████ Event**

██████████ at PT, while executing an aggressive back paddle on wet grass, steps/slips on a cone by mistake. Other's had slipped before him, but this was his first time slipping. SSgt grabbed him and shook him, "Quit fucking everything up." ██████████ performed an honest mistake, and put his hands on him. (a later conversation with ██████████ would reveal that SSgt shook ██████████ for approximately 10 seconds, and berated him for another minute if not more ██████████ was at parade rest while this was occurring).

#### **12 March PT Incident**

12 March, on light duty and made to PT. Everyone was told it was mandatory to PT and show up. Posted in the group . No exceptions were made for the light duty guys, until symptomatic. PT'ing in pain. They were pushing the light duty folks. NCO's were encouraging the light duty guys to push through it. Light duty guys were a little confused at first. The light duty guys were poorly performing, and due to fear they never spoke up. Screaming, negative paperwork and fear is the business of the shop.

Told to be back by 0720, PT ended around 0640, The issue is limited time to show, eat chow, changed over. Unreasonable. Shares shower with three other Marines. Marines did not eat breakfast. Did not let anyone know, didn't seem like it matter. Would be told to suck it up.

██████████

██████████ accused the Marines of not working hard enough. ██████████ ██████████ and ██████████ pulled off to the side and told that they need to stop gaffing off during PT, and that they give fuck like everyone else.

Other instances, too. Not having enough time in the mornings. PT routines, various different things Lack of work ethic and drive within the shop. Some Peers are literally scared of the shop, don't want to be in the shop. They don't want to put up with SSgt Maybush.

██████████ 1 year and 9 months

Problem with the platoon. Treatment of Marines. Junior Marines. SSgt Maybush. Bipolar. Never know what kind of mood he is in. He'll snap. Hounding on the junior Marines. Targeting the Marine due to the size. 1<sup>st</sup> Day. Mainly Junior Marines. Getting hounded constantly. Acting like he is a corporal. Favoritism in the shop, some Marines getting unequal treatment. Unequal punishment as well. ██████████ on the receiving end. Often times punishment happening in public.

Motivation sucks in the shop. Never know what kind of mood he is going to be in. do your task and get out of the way. Super involved. Little too much involvement with the lower ranks. Morale is low. Never building the Marines up, just tearing them down. Not approachable. Newer Marines are fearful, and don't know what to do.

Witness and seen during cone drill PT ██████████ kept slipping on the plastic. SSgt physically grabbed ██████████, and started to scream and berate this marine, in front of the platoon.

██████████ felt threatened by words he said. SSgt was going to hit her with a wrench.

Screamed at by SSgt all the time.

██████████, ██████████, ██████████, ██████████, ██████████. They were on light duty. Geust was walking funny, is this forced PT?" They said that everyone will be doing PT. Group Chat. NCO's and lower. Once they began showing symptoms they were moved to the side. Marines are getting blasted out of fear.

Lack of work ethic and drive. They don't want to work for this guy. Don't want to re-enlist, Just wants to get out.

Shop in the last week has changed. Since last week. With SSgt gone, everyone is working hard.

[REDACTED] (1 year)

### Work Climate

Work environment is tight. Eye's on everything. Some Marines just want to get through the day. An uncomfortable environment for them. SSgt Maybush makes things more stressful then they need to be. The marines are not comfortable working with him on the floor. They don't want to work there, I personally avoid him. I put in my best effort, no matter how much SSgt May puts me through. I get stressed out and have to step out a bit and take a breather. Makes me anxious. Doesn't seem to be the best approach. No one else stresses me out.

### [REDACTED] Event

Wasn't present

### 12 March PT

12 March, The day started as routine PT at the Shop. Be there at 0545, getting set up. 0600 it started. Ammo can runs, exercises as well, and flipping tires. Was flipping a tire and a tire from another team hit me on the ankle. I was probably in shock mode and I was in boots and utes. I tried walking it off, but I needed to stop. I approached one of my [REDACTED] ([REDACTED] to be exact) and was told to stand over to the side. Exercise on his own. As I was standing over the side SSgt Maybush yelled at me why I was standing over to the side. Before I got to answer him, he told me to go get back with my partner and finish PT. "Suck it up" Did not want to cause any problems and did what was demanded. I didn't want to talk back. Finish up with everyone else. In my mind, just be respectful. There was a barrier I guess? I was fearful what would happen if I talked back; it was Friday, and I just wanted the weekday to get there sooner. Later that day I looked at my foot, no bruising and I thought it was fine, but I did tell my NCO's. It feels fine now, but I will get it checked out if it starts hurting. Wednesday went to medical due to pain. Received a light duty chit for 7 days. Trying to take it easy currently, and taking the medications they gave me.

[REDACTED]  
She is pretty down. Not saying depressed, but she is down. It's probably coming from the shop. I try not to get into anything.

[REDACTED]  
No issues whenever I approach her.

[REDACTED] / [REDACTED]  
No issues at all.

██████ (6 months)

SSgt Maybush:

He has varying moods. When he's in a bad mood I avoid him as much as possible. He's Bi-polar. He's two faced. He'll someone hey you are doing a good job, and then turn around and talk shit about you whether he knows you can hear him or not. I avoid him, and turn the direction anytime I see him. I don't feel comfortable talking with him or approaching him at all. He treats junior marines with absolute punishment if we mess up and he is in a bad mood. If we don't give him the proper greeting, or we don't respond because we cant hear him over the truck. Everybody gets blasted. Negative counselings, nothing but bad paperwork, and he says he'll push it up as far as it can go.

FEAR

Very big fear factor in the shop. A lot of threats are made. Nobody wants to go to the shop and deal with it; I know I don't. When I first got here I had some mess-ups. Instead of correcting them without blowing up or paperwork, it was a big shit show. Yes, some stuff I did was incorrect, but I think the correction was harsh. I got reported by ████████ about social media incident, which is fine. I was wrong, but it felt like afterwards even if I breathed wrong I would get blasted for something. I couldn't look at them without getting yelled at. I would get threats about my medical issues I got from bootcamp with my knee. "Oh, you're gonna get medsep'd, You know, you are going down a NJP road." Just a lot of fear factors and mental games. I am so stressed out. It's affected my eating habits, I can't eat. There was a time where I couldn't eat for two weeks. I'm seeing the mental behaviorist. I'm not okay, I'm tired of fighting this. I get anxious when I see SSgt Maybush or ████████.

Wrench

It was intended as a Joke, I think. He said, "You know I wouldn't really hit you, right Click?" I said I don't know SSgt. I wouldn't know, and I answered him honestly. At the time, I was torqueing a tire down, so I really couldn't see him, or looking directly at him. Someone said he had a wrench in his hand, and "you know I wouldn't hit you, right Click" is what I heard. He had a wrench in his hand. He didn't say anything after that, he just walked away. ████████ was around

██████ incident

Not around for that.

██████████: (9 months)

## **FEAR**

Toxic environment, depressed and don't want to be there. Leadership and stuff. I started to realize after a few weeks that this place was bad. No one likes to talk to each other. I talked to ██████████ about it. NCO's taking on SSgt's role. (1) NCO, ██████████. She uses her rank as power. Can't say anything without getting blasted. I have suffered physically.

## **PT Incident:**

Everything was going well, doing cone drill PT. Hour long. Then I kept slipping on some cones, like there was a final break point for him. He said I fell, but I didn't completely fall, I had full balance. He snatched me up really hard, and yelling in my face. He had a vein popping up on his forehead, and his face was completely red, he was way out of line there. He physically grabbed me and shook me. In front of everyone. He was screaming at me, I think he was using cuss words. It's been a while. I was thinking he "was going to hit me, well, fuck, I'm getting hit" He was fine, and then that happened and like a switch flipped. This was about half way through the PT behind the SNCO academy. Later that day Several ██████████ came to my room, (3), but ██████████ was a lance at that time.

## **12 March PT**

I did not know I was going to have to do full duty PT. Last time during platoon commander PT, LD's did their own thing. We showed up at the maintenance parking lot and started PT'ing. They had us doing tires and stuff, and ammo carry lifts. The most thing I struggled with was running with ammo cans and tireflips because of my knee. Everyone else on light duty was struggling too. ██████████ got hit in the ankle and he wanted to go to medical and SSgt denied him going to medical, told him to keep PT'ing. I would start to slow down to make the pain go away, and then I would get yelled by SSgt for not putting out. After 20 minutes I was done, there was other people out before me. WE got yelled at for slowing down, and just yelled out. We told SSgt about it (them being hurt and LD); he got shitty about it and told us to go off to the side.. We continued to PT on the side, just whatever we could do. He pulled us over to the side afterwards, complaining we weren't PT'ing hard enough. Our excuses.. My boot came untied at the time, and he said "I bet that's why your knee hurts", like oh no. 3 of us had to walk back. One of us was made to run back by SSgt, so we weren't together. I don't know what that was all about. He was light duty, ██████████ ran back (Marine on light duty). Then after we had a really short time to get ready. I didn't shower or eat, I just changed and then I left.

## **Favoritism**

Some NCO's are favoring others. So bad in the shop, like you can't trust nobody at all.

██████████

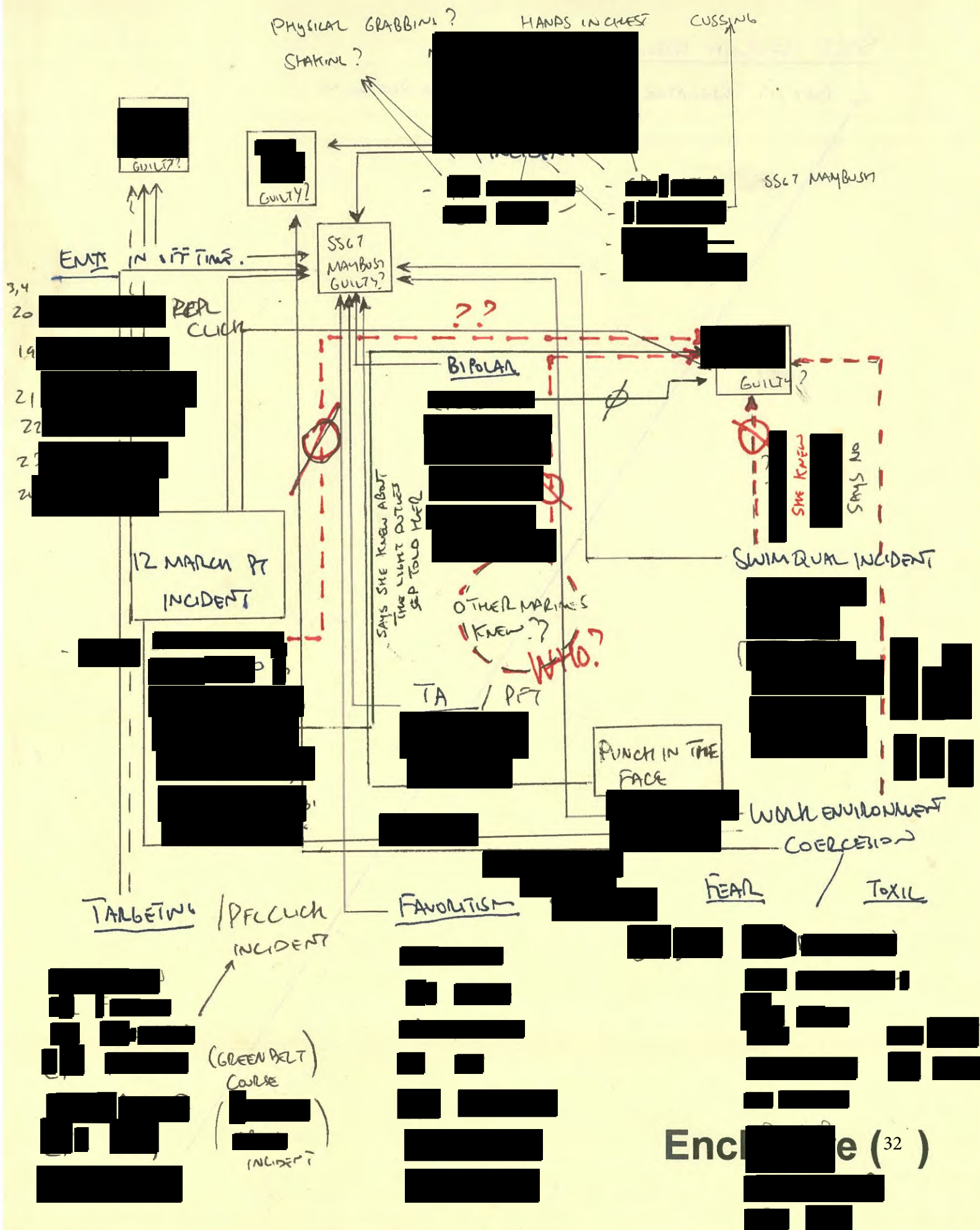
### 12 March PT Incident

I got there early, helped with moving the tires. Ma'am came up to me and asked me what I could do, what I cant do since Im on light duty. She wanted me to PT, but she didn't want me to hurt myself. She gave me advice to help with the pain, and if anything hurts anymore, to let her know. After that we started to PT. I was doing fine at first, but I was slower than everyone else because of my ankle. After I did the Tireflips and took off running to go to the next station, that's when my ankle really started to hurt. Ma'am noticed I was starting to limp, and she pulled me off to the side and told me to do some stuff on the side. I would take some breaks to give my ankle some time to breathe, to keep my ankle from straining itself, but during my breaks, while I was taking a break, SSgt would come over and be like, "C'mon, do some more, do this, do this." I would do it, because that's a SSgt, so that's what I would do. He had me go over to where some pallets were at to position me better to do some crunches. I sat down next to some pallets and stuck my right foot in there and did more crunches for the rest of the PT. Afterwards, ██████████, and ██████████ and me were walking back. I was hobbling back, and they were much faster than me, and I was behind them. My ankle hurt after I began to stand on it after the PT. Ma'am picked me up and drove me the rest of the way so I could make it in time. (He was given a 30 minute extension as well).

██████████ event

Did not hear anything about it



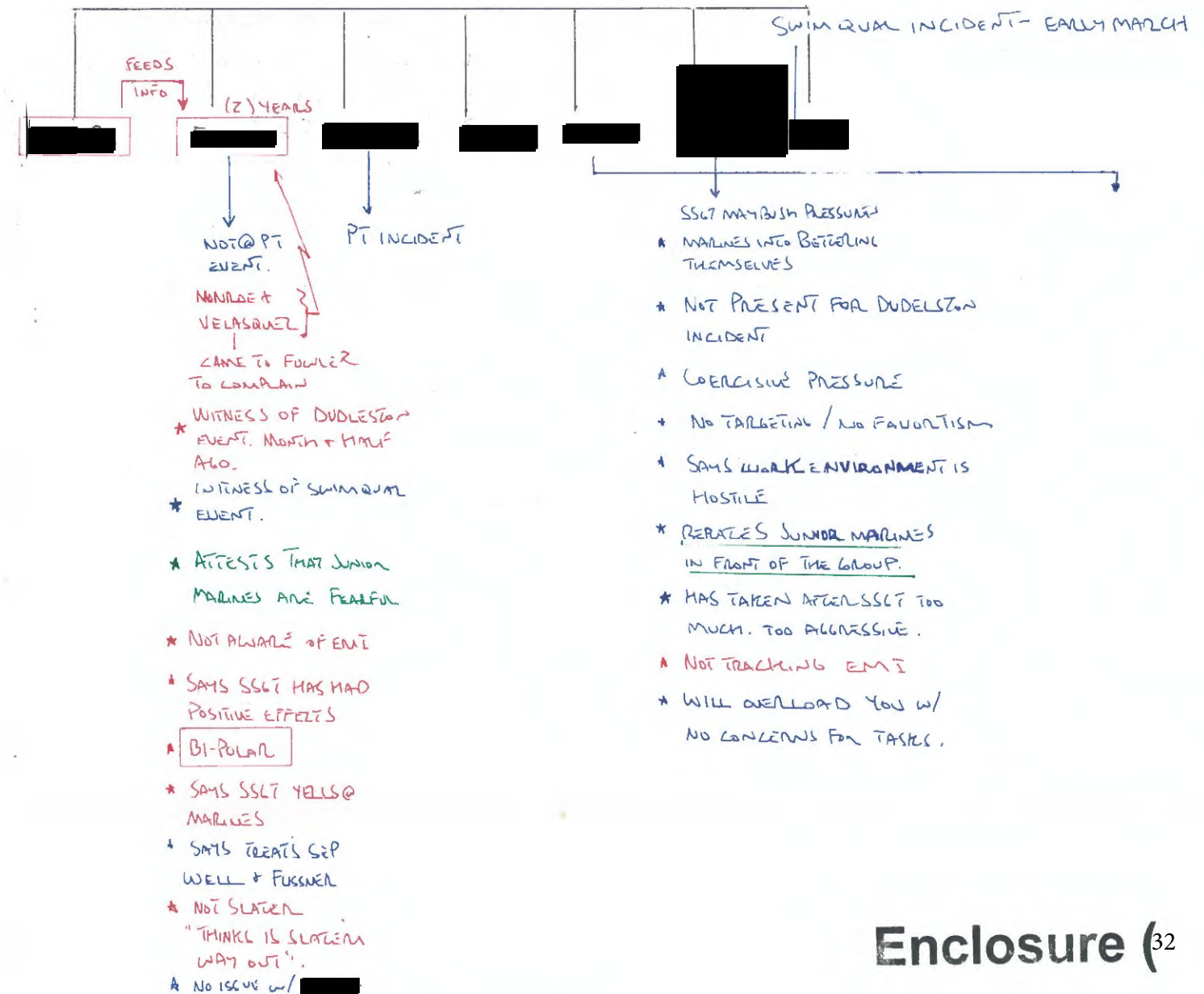
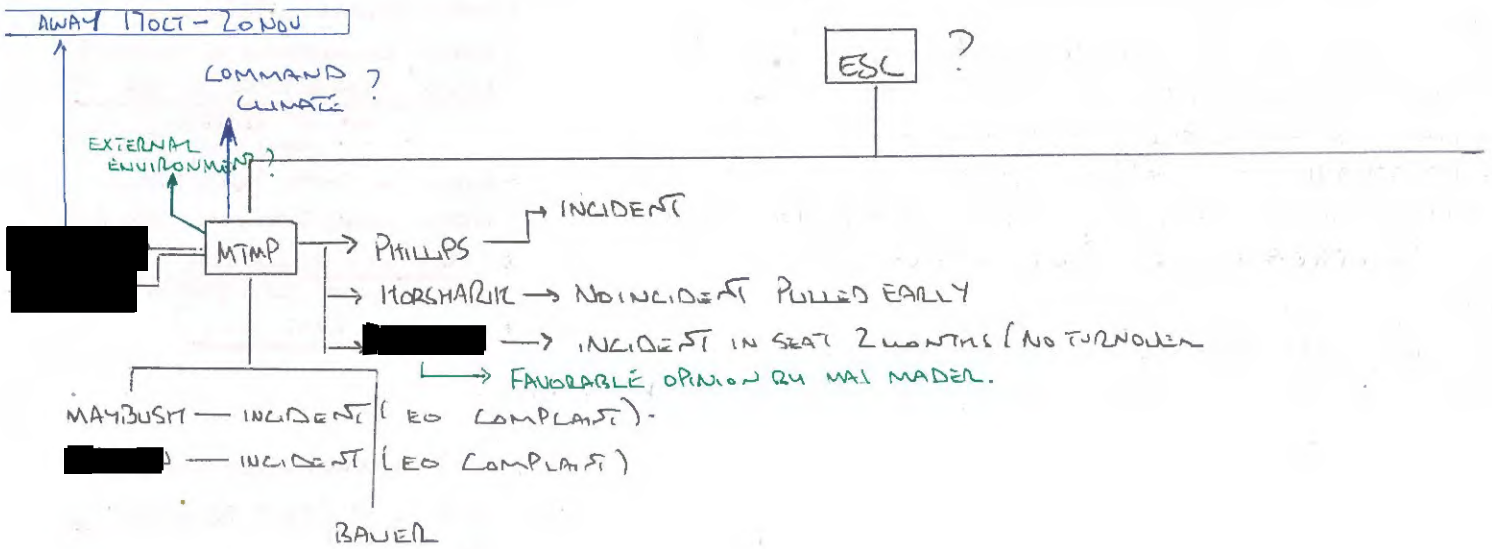


- NO EMPOWERMENT FOR NCOs  
HIGHLY CENTRALIZED C<sup>2</sup>
- 12 MARCH PT
- (4) MARINES ON LD PARTICIPATED IN (1) HOUR LONG PT SESSION  
- 40 minutes
  - ALL (4) HAD TO QUIT BY HALF-WAY MARK
  - (1) MARINE INJURED DURING PT THAT MARINE WAS NOT ALLOWED TO SEEK MEDICAL TREATMENT - INSTEAD TOLD TO KEEP PTING
  - NTPG GIVEN INADEQUATE POST RECOVERY TIME TO PROPERLY HYGIENE & EAT BREAKFAST AFTERWARDS.
- PT CONDUCTED ~ 1.5-2 MONTHS AGO
- PFC DUDLESTON & PLATOON WAS CONDUCTING AGILITY PT IN MORNING BEHIND SNCO ACADEMY BUILDING - SLIPPED ON CONE WAS PHYSICALLY ASSAULTED & VERBALLY ABUSED BY SSGT MAYBUSH.
- SWIM QUAL INCIDENT
- JUNIOR MARINES/NCOs COERCED INTO CONDUCTING INTERMEDIATE SWIM QUAL BY SSGT MAYBUSH
- THREAT W/ DEADLY WEAPON
- ██████████ INTIMIDATED BY SSGT MAYBUSH & "THREATENED WITH ASSAULT 'SOMEBODY'".
- THREAT OF AGGRAVATED ASSAULT
- ██████████ THREATENED W/ BEING PUNCHED IN THE FACE BY SSGT MAYBUSH.
- TOXIC WORK ENVIRONMENT
- LOW MORALE.
- WHO IS STILL IN CHARGE FROM OLD REGIME?
- CULTURE?
- PREVIOUS FLOOR CHIEF INCIDENTS
- FEAR OF REPRISAL
- POOR COMMAND CLIMATE
- NEWER MARINES & JUNIOR MARINES OPERATE IN A STATE OF COERCION & FEAR.
- BENEFIT & PUNISHMENT HAPPENS IN PUBLIC - ESPECIALLY JUNIOR MARINE & SOMETIMES NCO'S.
- LARGE AMOUNT OF NEGATIVE PAPERWORK & EMIS GIVEN TO TARGETED MARINES.
- SOME JUNIOR MARINES ARE AFRAID TO COME INTO WORK.
- SHAMING OF MARINES WHO HAVE MEDICAL PAPERWORK/ LD STATUS OR THOSE WHO GO INTO DOM.
- Hazing**

Enclosure ( 32 )



in



9th ESB

20210315

-Friday, March 12 during morning PT, [REDACTED] was in charge of platoon commander's pt and was having the light duty Marine (all with ankle, and or hip issues, and with light duty chits saying that they were to do no forced pt, pft, or cft) were forced to carry ammo cans while sprinting, flip 7ton tires, and do a variety of other workouts such as burpees, air squats, crunches, and other forced pt. After pt [REDACTED] then stated that she could see from her office window that the Marines are complacent and need to fix this issue before she drives us into the fucking ground like such every week.

Ssgt Maybush-

During the same pt on Friday, March 12, Ssgt was made aware that [REDACTED] had hurt his ankle during pt and claimed that he would like to go to medical, and that [REDACTED] told him to go to the side and do crunches and other activates to stay off from his hurt ankle. When Ssgt then found out about this he then asked Vasquez what the fuck his problem was and told that he needs to suck it the fuck up because he (Ssgt) was having chest pains and asked [REDACTED] what he thought he should do about that and then told [REDACTED] to go back to his partner and continue to pt and later that day when asked if [REDACTED] still would like to attend medical he no longer wanted to attend medical for his ankle and I believe that like others, he fears Ssgt. Ssgt was also made aware of the light duty Marines going through pain during the pt session and about ¾ of the way through the pt he then asked [REDACTED] what his light duty chit stated, and when [REDACTED] said no Forced pt, cft, or pft he then continued to ask if what he was doing was considered forced pt, after [REDACTED] said yes he then told him that he was able to do crunches and pushups to stay off the ankle. But there was still three other Marines that were on light duty being forced to pt [REDACTED], [REDACTED], and [REDACTED]. After the pt had ended the Marines were only given 40 minutes to shower, shave, shower and be back to the shop at 0720 and already changed over into the coveralls as that is the norm for the time hack given. Marines now have 4 people sharing one shower all in the same shop after the room situation was changed. This is not enough time for four Marines to all share a shower, get morning chow, and walk to and from the shop and already changed over. Later that morning is when [REDACTED] had stated to me that he had not had enough time in the morning to apply his cream that he was prescribed by medical and when this was brought up to Ssgt by [REDACTED], [REDACTED] was told that it was a pretty stupid mistake by huffpaur and he should have texted.

HANDS  
Put  
on

Enclosure (32)



Approximately 2 to 3 months ago, while Ssgt was running a morning pt consisting of agility and cone drills, [REDACTED] stepped on a cone while back peddling backwards and while stepping on the cone Ssgt then approached him with an aggressive manor and grabbed him by his chest and attempted to lift him up forcibly and started to scream in his face and begun to poke his chest with a knife hand. This was in front of the majority of junior Marines and one NCO [REDACTED]. I was a [REDACTED] at this time. Later that day when I had reported this to [REDACTED], and from there [REDACTED] lied to gunny about everything that happened and I believe that was due to fear as all of the junior Marines in the shop fear Ssgt and will rarely speak the truth about anything that goes on with him present. Up until this Saturday, March 13, when [REDACTED] came to the barracks of 2327, had [REDACTED] given his side of the statement. I feel strongly that will [REDACTED] hearing this from another NCO that the problem was addressed properly with Ssgt. [REDACTED] has always been there for the Marines and I do not feel that he would ever intentionally turn a blind eye nor let a Marine be in danger when given the truth. Ssgt had previously asked [REDACTED] at the time if he would like to talk about everything that had happened and I agreed to speak with [REDACTED] and [REDACTED] behind closed doors. While having the discussion I openly expressed that I felt like what he did was very wrong and that I strongly disagreed with his actions and then Ssgt proceeded to lie and say that dudelston had stepped on his foot and also he was trying to catch him due to him being off balance. And I told him respectfully that every single person there saw the truth and knows what he is saying is not what the truth is.

[REDACTED] had stated to [REDACTED] that he has had run encounters with Ssgt at work that had also made him feel uncomfortable and then went on to say that during a conversation mixed with mixed signals of laughter and anger from Ssgt that Ssgt threatened that he was going to punch the [REDACTED] in the face. Details were though limited out of not wanting to let the proper senior Marines know of this through fear of repercussions from Ssgt.

When I, [REDACTED], Brought up to the chain of command that Ssgt had put his hands on [REDACTED] I was never let know of what happened with the situation which is understandable due to it being a SNCO issue at that time. Ssgt Maybush later told me that he had been counseled on the matter and the counseling was in the computer of [REDACTED] and if another incident happened actions would then be taken. I do not feel enough actions were taken or the situation was handled seriously enough. How many Marines does one person have to put there hands on to be dealt with?

While TAD on grass week, Multiple Marines are called back to the shop. I although was called back to the shop during firing week due to a bolt/connector missing for a winch. The reason I

was given that I was being called back for was because it was "serialized gear". Despite me being awake that morning at 0300 and having to again be awake the next morning at 0300 I was held at the shop for an additional 30 minutes looking for a bolt.

Thursday, March 11<sup>th</sup> Ssgt had asked the platoon during evening word who had not accomplished intermediate swim qualification and when a set number of Marines had raised their hand he then went around persuading the junior Marines to attempt this due to it making them look better and setting them up in the future. He then asked the final Marine why he had not done it (Cpl Gropp) and the Marine stated that he simply didn't find it necessary and did not want to do it. Ssgt then said in front of everyone that if he was going to require his junior Marines to do this then he was going to do the same from his [REDACTED] [REDACTED] later approached Ssgt one on one and was told he didn't have to go. The biggest reason I have a problem with this is because there is no way that any junior Marine would approach him after word and get the same result. Junior Marines do not speak the truth to Ssgt or about Ssgt out of fear of him. He also did the same with forcing Marines to run a PFT. He asked the shop who wasn't on light duty that hadn't ran a PFT yet and then told them that everyone who hadn't done it yet will run it. Many Marines did not agree with this but didn't say anything out of fear.

With being a human, Marine, and a 3521 it is not hard to find instances where Marines make mistakes, and when Ssgt simply isn't in a good mood or feels some type of way then he will tell a NCO that they must counsel you or a Marine simply deserves a counseling. When I spoke up about everything going on with dudelston and Ssgt to [REDACTED] I received two Counseling immediately after coming out of ROM. I was given these counselings and given EMI along with these. When told the MCO on EME by [REDACTED] because she didn't agree with everything going on, I then spoke to the floor chief, [REDACTED] about doing this during working hours and when I was told that I was able to do so during work, I then was called out of the QC office by Ssgt Maybush and when I told him that I was doing the assigned EMI, he began to question me in front of [REDACTED] and ask me the specific order and when I showed him a screenshot of the order he told me to go away and do it later. I then later that day was called up to the office by [REDACTED] and sat down in front of his desk and we then went over the counseling's and EMI given. He told me the work I was tasked to do was not considered EMI and if I wanted to push it that route that it would not be hard to get it routed up to the company commander and get it approved. There has been a minimum of 10 instances I myself have been given EMI and had to spend my free time doing this on my free time weather it was tasked out by a NCO or SNCO. That is myself alone and I don't know how many other times other Marines have had similar tasks. It is very easy to make a Marine look bad simply by using words and blowing up the situation at hand on paper.

[REDACTED]  
[REDACTED]  
[REDACTED]  
Digitally signed by

[REDACTED]

[REDACTED]

Date: 2021.03.15

15:58:18 -0500

Enclosure ( 32 )





Active now



0730 for the MCCRE guard force class by the company entrance with note talking gear !!



0550 outside the bricks with boots and uts, a serviceable g/b, and a w/s. Light duty will be there as well.



MAR 11, 9:14 PM

What would Gropp do?

\*\*\*CHANGE OF WORD\*\*\*

0550 at the SHOP same gear list and light duties will be there.



DO NOT BE LATE!!!



MAR 11



Enclosure (33)

LoSe

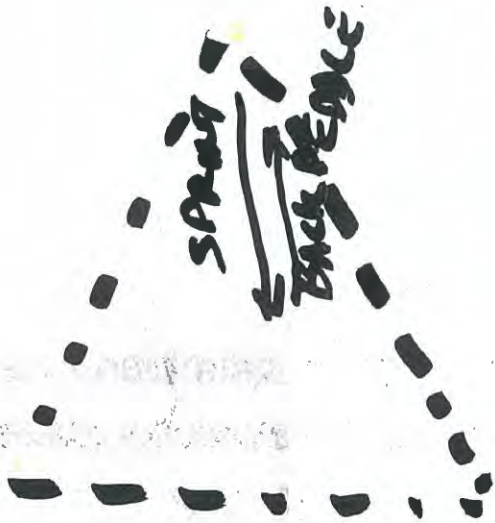


COMBINED

③

②

①



ADDED



SNCO ACADEMY





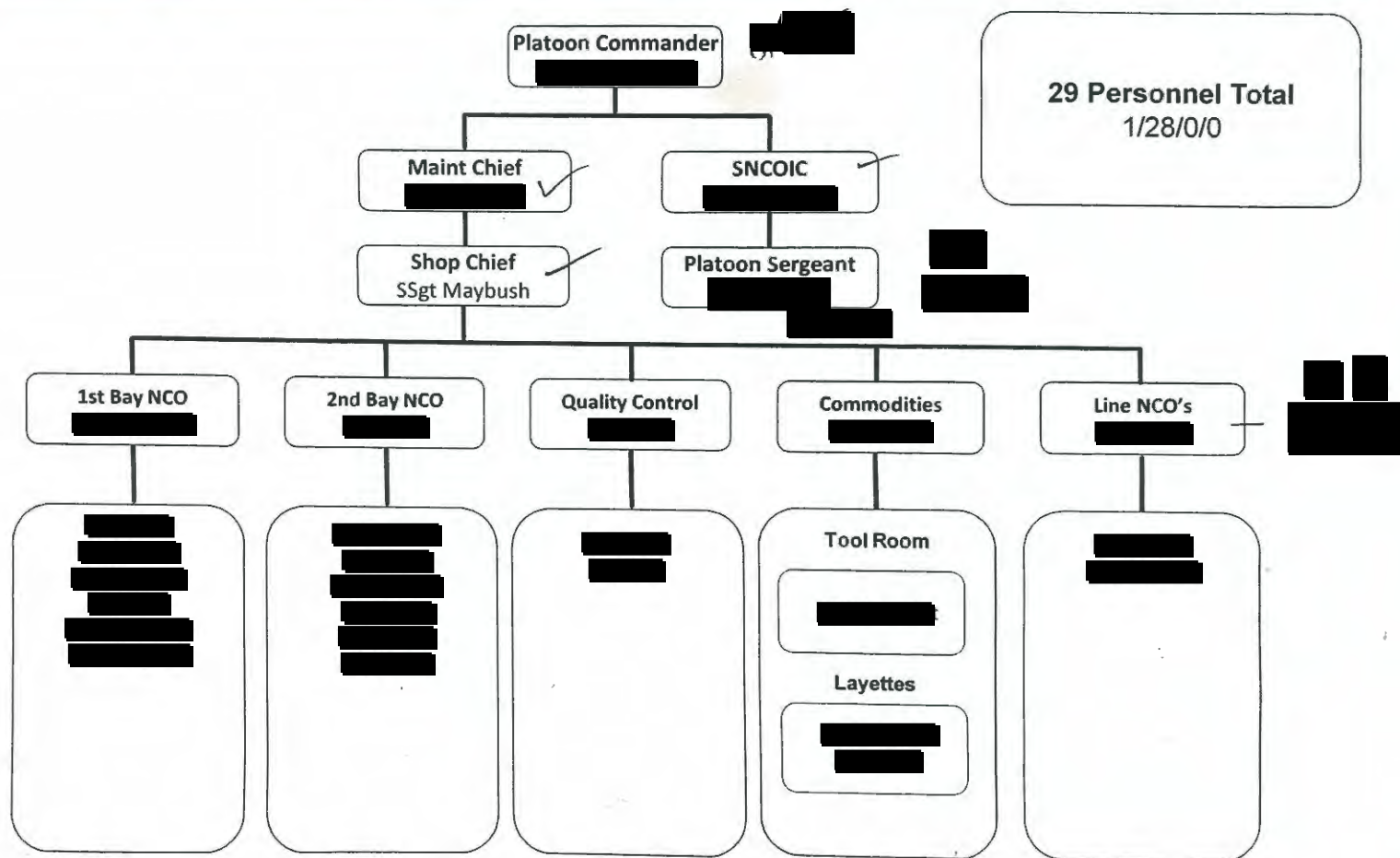


UNCLASSIFIED



## Task Organization: MTMP

enclosure (8)



UNCLASSIFIED